









## Struggle for authority seen in Pyongyang

# N Korea war call sparked by power play

By John Burton in Seoul and David White in London

NORTH KOREA'S declaration of a "semi-war" status is part of efforts to boost the authority of Mr Kim Jong-il as the country's next leader, Mr Han Sung-joo, South Korea's foreign minister, said yesterday.

Mr Han, in a meeting with foreign journalists, also described North Korea's rejection of the nuclear non-proliferation treaty as a "quasi-crisis" and predicted that the problem will eventually be resolved.

He said there were no plans to ask US troops in the Team Spirit war games to remain in South Korea after the exercise ended yesterday because North Korea appeared not to be seeking a military conflict.

Mr Han suggested Mr Kim Jong-il had decided to place North Korea on a "semi-war" footing last week because doubts had been raised about his authority after the Team Spirit exercise was resumed this year.

Team Spirit, the annual US-South Korean military manoeuvre, were suspended last year as a goodwill gesture to Pyongyang following the signing of a non-nuclear agreement between the two Koreas.

Mr Kim told North Koreans that he was responsible for the suspension of Team Spirit, which Pyongyang claims represents a security threat.

But the military exercise was resumed this year after North Korea refused to allow challenge inspections of suspected nuclear facilities by South Korea.

Mr Kim Jong-il is the son of President Kim Il-sung and his designated successor. But it is thought he might face opposition once his father dies.

The International Atomic Energy Agency yesterday gave North Korea an extended deadline of March 31 to agree to inspections at two sites near its Yongbyon nuclear complex 60 miles north of the capital Pyongyang.

A special meeting of the agency's 35-member board of governors in Vienna insisted that the nuclear safeguards agreement between the IAEA and North Korea was still in force despite North Korea's announcement last week that it was withdrawing from the Nuclear Non-Proliferation Treaty (NPT).

Under the treaty terms, a country wishing to withdraw must give three months' notice.

Since ratifying the NPT last year, North Korea has received six inspection visits from the IAEA, which is responsible for monitoring compliance with the treaty.

The IAEA board told North Korea, which was represented at yesterday's meeting, that it was "urgent and essential" for it to allow the agency to carry out the additional inspections.

Experts believe the sites may reveal the extent of North Korea's programme for separating plutonium, which it could use for nuclear weapons.

On February 25 the IAEA board gave North Korea a month to respond to its request.

# UK may lose valuable Chinese markets

By David Dodwell, World Trade Editor

"SO FAR, the row over Hong Kong is nothing much more than a nuisance," said Mr Paul Hudson, business development adviser for the Essex-based polymer chemicals group Yule Cato, from his hotel room in Guangzhou yesterday.

"But it would be a shame if it were to decline into a battle, because the British are thin on the ground in China, and the few of us putting in investment need the best of political relations, not the worst," said Mr Hudson, who has spent the past two weeks travelling in China seeking joint venture partners for a manufacturing plant in the country.

Mr Li Lang, China's minister for foreign economic relations and trade, warned the democracy plans of Hong Kong Governor Chris Patten "will inevitably affect economic relations and trade relations between China and Britain".

If the threat were to become a reality, it could hardly come at a worse time. British economic planners have targeted exports as central to the non-inflationary growth strategy intended to lift the economy out of recession.

The government's aim is to boost Britain's share of world trade from 5.3 per cent today to 6.3 per cent by the year 2000 - adding £10bn to exports at current prices, and eliminating the visible trade deficit.

Fast-growing markets such as China are at the heart of this strategy. Indeed, Mr Richard Needham, UK minister of trade, has visited the country three times in the past year.

Targeted sectors include transport, telecommunications, power generation, agriculture and food processing.

The Chinese action would affect future opportunities far more than present business, since Britain has lagged behind European competitors in China over the past decade.

Britain's exports to China have been stagnant over the past seven years (see chart). According to the department of

The Oriental Daily, Hong Kong's biggest selling newspaper, Tin Tin Daily, the colony's No 3 daily, and the Economic Times, one of the two business papers, said yesterday they believed China's explanation of the present Anglo-Chinese row and not that of Mr Chris Patten, the governor, Simon Holberton reports from Hong Kong.

Between them the three newspapers sell about 700,000 copies a day.

The Economic Times said it was "convinced" that the explanation of recent events given by Mr La Ping, China's top official on Hong Kong, was correct.

Most newspaper commentaries since last Friday have refused to support the governor in what he describes as his "principled" stand that talks between Britain and China could not proceed if Hong Kong officials were not full members of the UK negotiating team.

trade, UK exporters "have performed less well, both in value and in share of the market, when compared to exports by our European competitors".

France's exports rose \$742m in 1986 to \$1.59bn in 1991, while exports from Italy rose from \$1.14bn to \$1.47bn. The US has boosted exports over the same period from \$4.7bn to \$8.0bn.

But it would be premature to predict serious dangers for UK exporters. France and the US attracted the wrath of the Chinese government last year because of military sales to Taiwan. Both were warned

that trade relations would suffer. The Chinese government forced the closure of France's consulate in Guangzhou, and banned French companies from bidding for a \$1bn subway contract in the city.

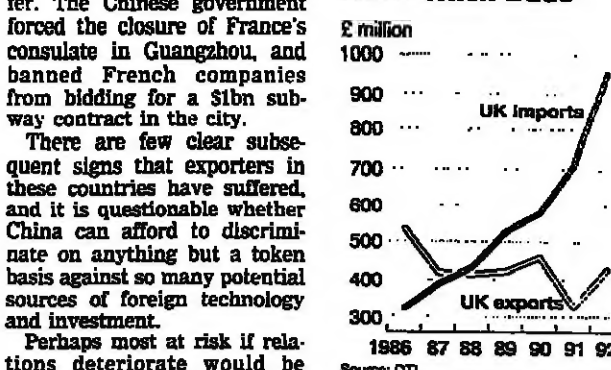
There are few clear subsequent signs that exporters in these countries have suffered, and it is questionable whether China can afford to discriminate on anything but a token basis against so many potential sources of foreign technology and investment.

Perhaps most at risk if relations deteriorate would be high-profile contracts. But dangers are not confined to Britain's corporate giants. In Birmingham, Mr Robin Hornby at Curdworth International Machine Tools, sells more than half of its re-manufactured machine tools to China, after entering the market in 1988.

He sees rapid growth in demand as pressure grows to upgrade the technology in Chinese factories: "Our output is growing, we are taking on new staff, and are bucking the recession. It would be terrible if, after the time and money we have spent developing the Chinese market, we were thrown out through no fault of our own. The government would have a lot to answer for."

Engineering boost, Page 6

## Sino-British trade



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Engineering boost, Page 6

# Two arrested for Bombay bombing

BOMBAY police said two men were arrested yesterday for planting bombs in a wave of attacks which killed at least 250 people and injured more than 1,200 in Bombay last week, writes Shiraz Siddiqui in New Delhi.

Police chief Amarjeet Singh Samra told reporters that one of the men had driven a vehicle packed with plastic explosives to a market place in central Bombay. The other had confessed to planting a bomb in the city's crowded jewellery market.

We now know a good extent of what happened," Mr Samra said.

He said a plot to terrorise India's commercial capital was planned in mid-February, and explosives were smuggled into the country about the first week of March.

Six suspects have been arrested so far have all been linked to the Memon brothers, smugglers who have since escaped to Dubai.

The police allege that the Memons have been involved in the narcotics trade, gun-running, silver smuggling and foreign exchange rackets, probably working for a more powerful smuggler based outside India.

They did not disclose details, but said that the intention of the bombings was to "disturb the peace in Bombay and take advantage of the turmoil to further their illegal business which had been shattered by the government's new economic policies."

Meanwhile, the death toll in the Bowbazar bomb blast in Central Calcutta in the early hours of Thursday, rose to 80, with workers extricating more bodies from the rubble, and 20 others succumbing to injuries in hospital. Police have found no links to connect the Bombay and Calcutta blasts.

## NEWS IN BRIEF

# Australian economic growth at 2.5%

THE Australian economy grew by 2.5 per cent in the 12 months to the end of December, bearing out campaign claims by the re-elected Labor government that a steady recovery is under way, writes Kevin Brown in Sydney.

The independent statistical service said its average measure of gross domestic product (GDP) grew by 0.7 per cent in the December quarter. It also revised GDP growth in the September quarter to 0.8 per cent from 0.5 per cent.

The figures mark Australia's fifth successive quarter of growth since the end of the 1980-91 recession. However, the annualised growth rate was only slightly higher than the 2.4 per cent recorded in the 12 months to September.

Economists said growth remains too slow to make much impact on the unemployment rate.

The Reserve Bank is expected to cut interest rates soon in an attempt to stimulate faster growth.

## Zaire political crisis deepens

Zaire had two rival prime ministers yesterday after President Mobutu Sese Seko carried out his threat to dump pro-opposition premier Etienne Tshisekedi, Reuter reports from Kinshasa.

A "political convulsion," convened by Mr Mobutu but boycotted by the Sacred Union opposition alliance, named Mr Faustin Birindwa as prime minister on Wednesday night.

The appointment was a direct challenge to Mr Tshisekedi, who was sacked by Mr Mobutu last December but refused to accept the president's authority.

His stand was backed by a majority of Zaire's interim parliament, the High Council of the Republic (HCR), and by the governments of the US, Belgium and France. The three countries have virtually ordered Mr Mobutu to hand real power to Mr Tshisekedi and take a low profile until free elections.

## Reuter man charged in Algeria

A Reuter correspondent in Algeria, John Baggaley, was charged yesterday with spreading false information following an incorrect report about a political assassination. Reuter reports from Algiers since May 1991, was detained by gendarmes for nearly 24 hours after being summoned to the Communications Ministry on Wednesday to explain the report.

Reuters had issued a story quoting the gendarmes as saying the sports minister had been killed in Algiers in a continuing wave of violence blamed on Moslem fundamentalists.

## Inquiry into taxi wars

Anarchy, greed and the lust for power were behind a bloody war between taxi operators in rural South Africa, a judicial inquiry said yesterday. Reuter reports from Johannesburg.

A report by the Goldstone commission into the taxi war in Groblersdal, in the eastern Transvaal, said one of the root causes was lawlessness and "a culture of taking the law into one's own hands".

The report gave no figures for casualties in the taxi war which erupted in 1991, but said there was "serious loss of life, injury and damage".

The inquiry into taxi wars is part of a broader attempt by Judge Richard Goldstone to define and defuse the roots of South Africa's political violence.

## Two Palestinians shot dead

Israeli troops shot dead two Palestinians and wounded 53 in clashes in the occupied Gaza Strip yesterday Palestinian sources said, Reuter reports from Khan Younis, Gaza Strip.

In the third straight day of clashes with stone-throwing demonstrators in Khan Younis, soldiers shot dead Rayed al-Shana, 19, and wounded 40 other Arabs, blinding a 12-year-old boy in one eye, hospital officials said.

Troops in neighbouring Rafah later opened fire on stone-throwing Arabs, killing a 42-year-old teacher at a local UN school, Palestinian sources said. They said the teacher was shot in the head while visiting mourners, and 13 others were wounded in Rafah.

The army said 25 Palestinians were wounded in the Gaza Strip and it was checking the reports of deaths.



SHAPE OF THINGS TO COME? A two-seater pedal car gets strange looks yesterday from Beijing cyclists, unused to such vehicles

# Japanese household spending falters

By Charles Leadbeater in Tokyo

GROWTH in Japanese household spending slowed sharply last year, rising by just 0.4 per cent from the year before, according to a survey of almost 3,000 households published by the government's management and co-ordination agency.

The survey found that spending within the head of the house is employed rose by 0.6 per cent compared with 3.3 per cent in 1988 and 0.9 per cent in 1991.

Spending by other households, the self-employed, unemployed or pensioners,

did not rise last year from 1991.

The survey underlines the stagnation of Japanese consumer markets. Most of the increase in spending came from higher expenditure on utilities, such as gas and water, transport charges and education. Spending on food, clothing, furniture and domestic appliances fell.

Consumer spending is likely to remain depressed for some time as the Japanese labour market deteriorates.

Large manufacturing companies are announcing sweeping measures to cut costs by reducing staff over the next three years. The uncertainty this has created is

encouraging more cautionary spending.

The 1993 wage round, expected to come to a head in the next two weeks, is likely to deliver rises of less than 2 per cent.

However, there are signs that some areas of industry may have reduced inventories of unsold products to the extent that they are starting a moderate increase in production.

Steel production in February rose by 0.6 per cent from the year before, while the Japan Automobile Manufacturers' Association forecasts that vehicle sales this year will rise by 1.8 per cent from 6.51m units, up from the 6.8m units sold last year.

# Foreign company jobs lose allure

Robert Thomson on how a job-for-life tradition is being breached

WHEN Northwest Airlines, the US carrier, offered prospective recruits a one-year employment contract, with a promise of more if business conditions improve, there was apparent confirmation this week of Japanese perceptions that working life at a foreign company can be brief and unpredictable.

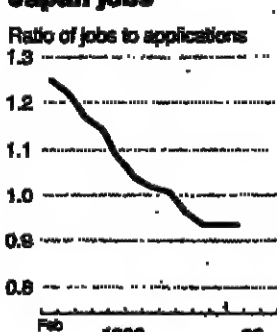
Northwest's plan, intended to reduce personnel expenses, follows the cancellation by Eastman Kodak (Japan) of an agreement to hire eight trainee engineers, and the introduction of early retirement schemes at NCR and IBM, the US technology companies, all of which received unfavourable coverage in the Japanese media.

The prominence of the reports has bruised the image of foreign companies, which have struggled to attract high quality Japanese graduates.

During the US-Japan Structural Impediments Initiative (SII) talks, intended to remove cultural and other "structural" barriers to trade, US negotiators complained that international companies are disadvantaged in graduate hiring, which is often influenced by old-boy networks and the corporate preferences of individual professors.

Graduates wanting to join foreign companies also face

## Japan jobs



Source: Management and Co-ordination Agency, Ministry of Labour.

the breaches prompted the Labour Ministry and the Nikkeiren, the employers' federation, to urge companies to honour the often informal contracts.

Eastman Kodak said on Wednesday that the eight students had each been paid ¥2.5m (£14,600) as compensation and the company has attempted to find alternative employees.

Some of the Japanese companies have yet to be as forthcoming, and one reportedly did no more than despatch a vaguely worded letter to students suggesting that their intake was "postponed indefinitely".

"We must accept some criticism. We feel sorry for the eight students, and we have honestly tried to find them new employment. Two have decided to continue their studies, two have new agreements, and another two are negotiating with companies introduced by us," Eastman Kodak said.

Labour Ministry officials say they are aware of 324 students affected by broken agreements, but the actual number is likely to be far higher.

Cancelling agreements is in sharp contrast to the unseemly rush to hire graduates in the late 1980s, when the most pressing corporate concern was a labour shortage.

The attention on personnel policies could also lessen opportunities for takeovers by US and European companies, whose acquisitions in Japan more than doubled last year.

Mr Thomas Lynch, a partner at KPMG Peat Marwick, said Japanese employees tend to be nervous about their future on hearing of a foreign acquisition.

"Foreign companies should address the issue head on. We try to get our clients to emphasise what they have to offer on employment policies, and the reaction of the Japanese employees is often 'Oh, that's no so bad'," Mr Lynch said.

## Foreign company jobs lose allure

Robert Thomson on how a job-for-life tradition is being breached

pressure from their parents, who often argue they should play safe by joining a famous name such as Toyota or Matsushita in a country in which employees introduce themselves first by company name and then by family name - as in "I am Toyota's Mr Sato".

Mr Mark Bedingham, chairman of the European Business Council in Japan, said students considering a career with a foreign company tend to have three worries: lifetime employment; whether the company is big enough to offer a range of career experiences; and whether certain positions will always be reserved for foreigners.

Having dubbed the trend the "foreign company disease", Japanese business magazines have linked personnel policies to news of huge lay-offs at home by companies such as General Motors and Volkswagen. The presumption is that foreign companies under pressure in their home markets will increasingly need to shed staff in Japan.

The Eastman Kodak case has received particularly heavy coverage, even though about 90 Japanese companies are reported to have breached *naitei* - the agreements to hire students reached before their graduation. Public criticism of

the breaches prompted the Labour Ministry and the Nikkeiren, the employers' federation, to urge companies to honour the often informal contracts.

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# Thai stock market speculators charged

By Victor Mallet in Bangkok

A WEALTHY Thai stock market player and 11 of his relatives and alleged associates were charged with share manipulation in a Bangkok court yesterday in the first such case initiated by the newly created Securities and Exchange Commission.

Mr Song Watcharantiroj, better known as Sia (tycoon) Song, and the others pleaded not guilty. They were charged with creating the false impression that

there was a high volume of genuine trading in the stock of Bangkok Bank of Commerce; of failing to report taking a 5 per cent stake in the bank; and of failing to make an offer for the company when their stake exceeded 25 per cent.

The SEC and other regulatory authorities, such as the central bank, have sought to exert more control over Thailand's growing but notoriously speculative stock market.

Speculators, notably rich housewives, crowd into public dealing rooms of securi-

ties companies each day and treat them as betting shops. Ignoring fundamental profitability or dividend payments, Thai punters typically follow big players such as Mr Song in piling into and out of a few chosen shares. Prices soar or plunge as a result, prompting one stockbroker to refer to such shares as "bungee-jumpers".

Although the move against Mr Song has helped cool the market's speculative fever - the SET index fell 2.83 points yesterday to close at 903.44 - the court could take years to conclude the case.

# A critical naira adds to Lagos transition woes

Exchange rate strategy is called into question, writes Paul Adams

IF THE results of Nigeria's weekly foreign exchange auctions were expressed as medical bulletins, the condition of the naira would be described as critical and consultants summoned to the bedside.

Exchange rate management is the acid test of the credibility - and competence - of the Transitional Council appointed at the end of last year by President Ibrahim Babangida to govern the country until an elected president takes over on August 28.

After the 40 per cent devaluation of the naira a year ago, Nigeria's central bank maintained a stable official exchange rate, pumping an average of \$120m into the market weekly at an average rate of N19 to the dollar.

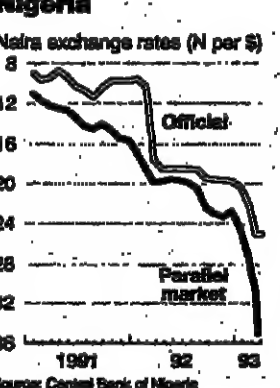
By December there were signs that this strategy was in trouble. Not only had the country's gross foreign reserves fallen from \$3.7bn in August 1992, to little more than \$1bn, reflecting the debt buy-back operation with the London Club of commercial banks as well as the cost of supporting the naira, but the gap between the official and bureau-de-change rates had widened to 20 per cent from 5 per cent in mid-year.

Only one auction was held during December and by the time sales resumed on January 12, the rate had slipped to N20.5 to the dollar while demand had increased to more than \$300m a week. After two January sales, the central bank, blaming the delayed presentation of the budget, cancelled weekly auctions until mid-February while also delaying the delivery of dollars to buyers at the two January sales for nearly three weeks, ostensibly to allow time for it to scrutinise import documentation submitted by the banks.

Then astonishingly, given mounting demand pressures, the central bank opted for a Dutch auction system at the February 18 sale. It supplied \$30m in the face of demands for \$337m, with the result that only 17 of the 80 participating banks were successful, and the auction rate fell from N20.55 in January to N24.99 to the dollar, while in the parallel market the "free rate" declined to N27.80. A week later the central bank again cancelled the auction, describing bank bids of "outrageous".

At last week's and yesterday's auctions the rate was

## Nigeria



Source: Central Bank of Nigeria.

pegged at N24.99, but with demand of more than \$720m and the central bank selling just \$150m, the banks received only 21 per cent of their requirements.

Chief Ernest Shonekan, leader of the Transitional Council, is being told - in the very bluntest terms - by his many supporters in the business community that this is not what they expected from a "businessman's government".

In the words of one, the Abuja economic summit "dream" has, within a few weeks, become a nightmare.



## Argentina to probe Italian bribes link

By John Barham  
in Buenos Aires

ARGENTINA'S President Carlos Menem has announced an investigation into allegations that his brother-in-law extorted bribes from companies three years ago when he was a foreign ministry official in charge of relations with Italy, Spain and Middle Eastern countries.

He and other former and serving officials are suspected of involvement in Italy's widening corruption scandal.

Mr Menem said he was "going to be absolutely inflexible with those who have not acted correctly."

On Tuesday, ex-president Raul Alfonsín said he sent a letter in 1990 to then-foreign minister Domingo Cavallo alerting him to complaints from businessmen that Mr Karin Yoma, brother of Mr Menem's estranged wife Zulema, had demanded bribes to process applications for Italian government soft loans.

Italy has credit lines to Argentina worth over \$1.0bn. The allegations against Mr Yoma, who left the government in 1990, are the latest in a series of claims, from the opposition and the press, that other senior government officials in Argentina and Italy demanded

"commissions" from companies applying for loans to import Italian machinery or finance investments in Argentina. Officials are also suspected of approving projects to Italian companies on suspiciously generous terms.

In 1987, Argentina signed investment and loan agreements with both Spain and Italy breaking its economic and political isolation following the 1982 debt crisis and defeat in the Falklands conflict. Although it was Mr Alfonsín who signed the agreements, most of the loans began flowing after Mr Menem took office.

Mr Menem has denounced Mr Alfonsín's allegations as a smear campaign in the run up to Congressional elections. However, Mr Alfonsín has touched a raw nerve. Mr Menem's government has been rocked by over a dozen corruption scandals in the last two years, three of which involve members of his wife's family.

In December 1991, Mr Miguel Angel Vicco was forced to resign as Mr Menem's private secretary, when the press accused him of corruption. It was Mr Vicco who introduced the president to several Italian businessmen suspected of attempting to misappropriate Italian loans.



Menem: launching an inquiry which includes his brother-in-law

## US trade deficit widens

The US merchandise trade deficit widened slightly in January compared with the previous month, as both exports and imports fell in value, Jurek Martin writes.

Seasonally adjusted exports in January amounted to \$37.0bn, down from \$39.7bn in December, and imports \$44.3bn (\$46.6bn), leaving a deficit of \$7.3bn (\$9.6bn).

Both the export and the import figures were the lowest since last August.

## Clinton to pass healthcare ration plan

By Jurek Martin  
in Washington

THE Clinton administration is expected to announce today its approval of Oregon's plan to ration health care for the poor while simultaneously making basic medical treatment more widely available.

Last year President George Bush had rejected the Oregon plan on the grounds that it infringed federal disability regulations. It has subsequently been revised in order to meet

these objections.

The nub of the Oregon plan advanced by Governor Barbara Roberts is to subject 688 medical procedures to cost benefit and quality of life analyses. The state Medicaid programme, which covers the less well-off and which is partly federally funded, would continue to cover the top 588 medical services, but would not pay for the remaining 120.

Excluded would be certain expensive operations, such as some liver transplants and

care for the terminally ill, and a variety of other services, including obesity and fertility counselling. According to state officials, Medicaid could be made available to 360,000 recipients, compared with 240,000 at present.

However, even administration approval is unlikely to prevent lawsuits against the plan, which may block its implementation. On Wednesday, several interest groups, representing sufferers from cerebral palsy, spina bifida and

Aids, urged the president to block the plan.

The Oregon scheme is attractive to the administration, itself grappling with health care reform, not least because President Clinton has often spoken of the need for the state to act as practical and experimental laboratories for new policies. In meetings with governors last month, he specifically urged them to be innovative in administering their Medicaid programmes, for which costs have soared.

## Peru pays off arrears with IMF

By Sally Bowen in Lima

PERU yesterday regained its financial respectability by clearing more than \$1.7bn of arrears to the International Monetary Fund and World Bank dating back to 1986.

A short-term bridging credit extended jointly by Japan's Eximbank and the US Treasury was deposited on schedule to allow the immediate clearing of Peru's arrears with the Fund, totalling some \$860m.

The IMF board then gave its formal blessing to the country's 1993-95 economic programme. This allows extended fund facilities to come into play, assuring the cash-strapped Fujimori regime a total of \$1.4bn over the next three years and allowing repayments to the US and Japan.

Through a further series of financial manoeuvres, Peru also yesterday cleared arrears of some \$900m with the World Bank, which immediately activated credits of \$1.03bn.

Peru is a beneficiary of the IMF's "rights accumulation approach", aimed at allowing a small group of countries to pay off deep arrears with the multilateral institutions.

While settlement with the multilaterals is a crucial first step towards resolving the foreign debt problem, Peru is far from home and dry. Agreements must now be reached with the Paris Club over debts totalling some \$82n. Then there are the commercial banking creditors, owed around \$6bn, plus a \$1.3bn debt with suppliers. The last two categories of debt are almost entirely in arrears.

In coming weeks Peru will be seeking extensive write-offs on its government-to-government debt in Paris. Experts say that, if the balance of payments is to become even remotely viable in the medium term, Peru will need to win conditions better even than those granted to Poland.

Peru's total foreign debt currently stands around \$11bn - \$19bn of that is long-term, public sector debt.

## Venezuelan leader again under assault

VENEZUELA'S President Carlos Andres Pérez, who survived two attempted coups last year and repeated demands for his resignation, now faces possible impeachment 11 months before he is due to leave office.

The initiative, launched by Mr Ramon Escobar Salom, attorney-general, has generated a new wave of rumours about another military uprising, renewed the debate about early presidential and legislative elections (at present due in December), and sapped confidence among investors.

As attorney-general, Mr Escobar acts independently of the administration. However, he himself has been accused of

existing to try the chief executive. A positive senate vote would then cause the president to be suspended and stand trial before the supreme court.

The petition, unprecedented in recent history, has created new uncertainties in a country still jittery over last November's foiled military uprising. The executive branch in the past wielded huge power, hardly fettered by the supposedly-independent supreme court. Important decisions were influenced by the president or leading figures in the country's two big political parties: Mr Pérez's own Democratic Action party and the Christian Democrats, Copei.

However, this seems to be changing. Last week, the court ruled that the government's use of special summary courts-martial to try military and civilians accused of participating in last November's rebellion was unconstitutional.

This means that the accused rebels must be retried before ordinary courts-martial, something the government had wanted to avoid because of defence attorneys' delaying tactics. It has still not managed to prosecute the military accused in the attempted coup in February last year.

Ironically, Mr Pérez lobbied successfully last year for changing the composition of the supreme court, effectively taking a first step towards depoliticising it.

For the president, the attorney-general's initiative extends his political purgatory. He and his administration, committed to widespread economic and political reform, have faced over the past 18 months two military uprisings, hundreds of anti-government protests and riots, repeated calls for his resignation and press attacks.

Partly as a result of his policies, Venezuela's economy has been the fastest growing in the region since 1990. However, this has not been enough for investors, who are worried about the political uncertainty and doubts about the policies of the next president.

## Joe Mann reports from Caracas on a move to impeach Pérez

being motivated in this action by personal ambition.

The Supreme Court has been asked to rule on whether there is sufficient merit in Mr Escobar's petition to impeach the president for allegedly embezzling some \$17m in 1989 from a secret Interior Ministry account for national security and defence expenditures.

Mr Pérez insists the money was used for "secret" security and defence purposes. His opponents say it was spent on his 1988 presidential campaign, and possibly for other non-security purposes.

There is little public sympathy for Mr Pérez, a popular figure before he began implementing economic reform measures four years ago. President in the oil boom years from 1974 to 1979, he has become for many Venezuelans a symbol of corruption and old-style backroom politics.

If the high court rules in favour of the petition, the senate must decide if just cause

## NEWS: WORLD TRADE

## Brown defies 'pessimism' over Nafta

By Nancy Dunne  
in Washington

THE Clinton administration yesterday admitted widespread US "pessimism and defensiveness" about the North American Free Trade Agreement, but promised to fight for it and pledged its commitment to "freer trade".

In a speech prepared for delivery to Mexican businessmen in Monterrey, Commerce Secretary Ron Brown warned "worried and disillusioned workers" against searching for scapegoats. In such a climate "foreign trade becomes an issue that may not be considered rationally". The administration had made Nafta implementation one of the pillars of its economic programme.

As he spoke, trade negotiators from the US, Canada and Mexico entered their second day of talks in Washington on Nafta side agreements, concerning labour rights, the environment and import surges, which will have to be settled if the pact is to win congressional approval.

Mr Brown called on businessmen in all three countries to re-examine their operations

and demonstrate their commitment to high environmental and labour standards. Some critics of Nafta were using those issues "to hack away at the underpinning of support".

"There are some who are trying to graft other agendas on top of a trade agreement, whether or not that agreement might be killed in the process," he claimed. "Be assured this is not the case with Bill Clinton or Ron Brown."

Meanwhile, a confidential report from the Texas attorney-general's office - and allegedly prepared for Mr Mickey Kantor, the US Trade Representative - claims that Nafta will affect US state laws more than any previous international agreement.

"Once approved by Congress, the agreement will supersede all conflicting state and federal laws," it says. This could include health and safety and environmental agreements that are more stringent than federal laws.

To protect state laws, it recommends that the proposed side agreements state explicitly that non-discriminatory standards are not necessarily obstacles to trade.

## Brazil races to beat US wrath over piracy

New copyright laws are being pushed in an attempt to avoid sanctions, writes Christina Lamb

HAUNTED by the spectre of US trade sanctions after a three-year breathing space, the Brazilian government is rushing to push through legislation on patent and intellectual property protection.

Brazil is one of the most likely candidates to face action next month under section 301 of the 1974 Trade Law for barriers to US trade. Currently on the US priority watch list, Brazil will face sanctions if it is put back in the group of worst offenders for failing to recognise patents for products since 1945 or processes since 1971.

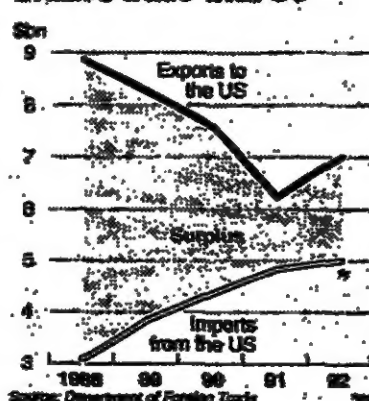
With the April 30 deadline for action looming, the Clinton administration has received strongly worded petitions from the US pharmaceutical and video games industries which claim to be losing between \$300m-600m a year through piracy in Brazil.

Super 301 sanctions, imposed on Brazil in 1988 for failing to provide patent protection for US pharmaceuticals, were lifted in 1990 after promises by the Collor government to introduce a new law on patents and trademarks.

Although legislation was presented to the Brazilian Congress in 1991 - two years and more than 1,000 amendments later - it is still to be voted upon. Its progress was halted by special interests and the Collor corruption scandal which paralysed law-making for much of last year.

The new administration of President Ramar Franco is seen as more protectionist than its predecessor and US officials say there is "a definite lessening of support" for the legisla-

Brazil's trade with US



Source: Department of Foreign Trade



France: the US sees his administration as more protectionist than Collor's

important concerns such as offering "pipeline" protection for products under development, and almost immediate implementation. The government has proposed that it come into effect from January 1994.

These points are likely to be contested by nationalists who have been lobbying for a 10-year grace period. But a US official points out: "Brazilian pharmaceutical companies have had 22 years of protection and freedom to copy, justified on the basis that it would allow local industry to build up and innovate, but in all that time they have not invented a single new product."

Although the lack of protection has

deterred foreign investment, 70 per cent of the Brazilian market remains dominated by multinationals and the other 30 per cent consists of small companies which simply assemble or copy foreign products.

The Brazilian government hopes that what Mr Cardoso describes as "a very reasonable proposal" will improve trade and relations with the US.

Although over the last three years, some traditional tensions - such as on the environment, debt and Brazil's ban on computer imports - have been removed, there are still strains in the relationship. There is Brazil's continuing support for Cuba and its

fears over the North American Free Trade Agreement.

Of all the major Latin economies, Brazil has perhaps the least close relationship with the US. Brazilian trade to the US has dropped sharply - the US now accounts for only 19.3 per cent of its export market compared with 24.3 per cent in 1989.

Pointing at the dramatic fall in Brazil's annual surplus with the US from \$5bn in 1988 to less than \$2bn last year, Brazilian officials say that the country has not had enough reciprocity for the progress it has made in bringing down tariff barriers.

Brazil was one of the main victims of recent US countervailing duties on steel, the US still restricts transfer of sensitive technology to Brazil and slaps high tariffs on many Brazilian products, such as orange juice concentrate.

The new bill on patents and trade marks faces a stormy passage through the often nationalist Brazilian Congress. Under pressure from the national pharmaceutical company lobby and the Roman Catholic Church, which is demanding that living serum and biotechnology references be excluded from the law, the government has already decided not to ask for the bill to be voted on an expedited basis.

The government is nonetheless hoping that its actions will be sufficient to ward off US retaliatory duties. Mr Cardoso claims to have received no direct threats: "We're not doing this because of the risk of reprisals but because we ourselves want the changes."

## Brother to import typewriters from US

By Charles Leadbeater  
in Tokyo

BROTHER Industries, the electronics group, plans to transfer production of portable typewriters from its home base in Japan to the US and to export typewriters back to Japan from its US factory.

The company said it would begin importing models from the US from next week. Brother said it would become more internationally competitive by concentrating typewriter production in the US which is the largest typewriter market.

The move is one of the most

radical taken by a Japanese manufacturer since the recent appreciation of the yen to shift to overseas production to improve competitiveness.

The recent rise in the value of the yen against the dollar has made exports from Japan less competitive, while exports into the Japanese market from the US should make Brother more competitive.

Brother makes 20,000 English language typewriters each month mainly for export to the US and Europe. About 15,000 are portable models.

It expects to export from US to Japan about 2,000 typewriters a month.

## Dasa warns of 600 fewer aircraft sales

By Daniel Green

THE world recession in the airline industry has forced Deutsche Aerospace (Dasa), part of the consortium that builds Europe's Airbus aircraft, to cut its forecasts for aircraft sales and traffic growth over the next 20 years.

It lowered its estimate of medium-sized and large aircraft to be sold over the same period by 600 to 10,800.

Much of the decline will be over the next three years, with a recovery only in the second half of the decade.

Traffic will grow at 4.9 per cent a year over the next 20

years; last year's forecast was 5.1 per cent.

The company warned in its latest world market forecast that even these figures might have to be reduced if world economies failed to recover well or fuel taxes rose or the construction of high speed train links continued, especially in Europe.

Dasa estimates sale of large and medium-sized aircraft - defined as those with over 70 seats - will be worth \$835bn at today's values over the next 20 years.

It raised its forecasts for the share of sales to the Far East and Europe.

## Rolls wins USAir order

By Paul Beitz,  
Aerospace Correspondent

ROLLS-ROYCE has won \$200m (£140.8m) in new business from USAir, following the airline's decision to convert options into firm orders for RB211-536E4 engines to power 15 Boeing 757-300 twin-engine airliners.

USAir, the sixth largest carrier in the US, is also taking options on 16 more Rolls-Royce powered Boeing 757s. The deal was signed in Washington on Wednesday two days after the US government cleared British Airways' \$300m investment and a code sharing ticketing agreement with USAir.

## Nuclear bribe trial opens

By Frank Gray

THE trial has opened in Newark, New Jersey, of two US companies alleged by the Philippines government to have bribed former President Ferdinand Marcos to win a contract in the mid-1970s to build a nuclear power station.

The two companies, Westinghouse Electric and Burns & Roe, the engineering consultant, deny the charges.

The civil action trial, brought by the Manila government, is being presided over by Judge Dickinson Debevoise, who heard nearly four years of arguments from the plaintiffs and defendants before committing the two companies for trial.

The plaintiffs claim that a \$17.5m commission paid to a Mr Herminio Disini, a Marcos family associate, was a bribe, with Mr Disini acting as a conduit to the late Philippine leader, Mr Disini, they allege, had little experience in the power business, and his main strength was his ability to influence the president.

The defendants maintain the commission was legitimate and that Mr Disini had widespread business connections that would enable him to marshal the logistical support for the project.

They had hoped to avoid a trial following the findings of an independent arbitration tribunal under the International Chamber of Commerce in

Geneva which reported in 1991 that it could find no evidence bribes had been paid. But Judge Debevoise argued the US court would not be bound by the tribunal's finding, saying the ICC had disregarded the large body of circumstantial evidence he had been reviewing.

The original jury trial was to have taken place a year ago, but in an out-of-court settlement Westinghouse agreed to revive and upgrade the moth-balled plant and operate it for 30 years. However, the settlement collapsed when the new government of President Fidel Ramos found it could replace the 820 MW nuclear plant much more cheaply with conventional power stations.



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## NEWS: UK

# Former stock exchange chief criticises City

By Richard Waters

THE TAURUS fiasco has revealed a lack of leadership for the sort of large infrastructure projects which affect the future of the City, according to Mr Peter Rawlings, the former chief executive of the London Stock Exchange.

Speaking publicly for the first time his resignation from the exchange last week, Mr Rawlings warned: "There is a real City management problem here. It could happen again, and it will happen again unless we change our approach."

He refused to comment on the history of the paperless settlement project, but said: "I took responsibility as chief executive for the Stock Exchange's failure. But to characterise it simply as a Stock Exchange failure, or as a failure just of the technology, is to miss the point."

His words were echoed by other senior executives in the City who had been closely involved in the Taurus project. Mr Patrick Mitford-Slade,

chairman of the Siscot committee, which designed Taurus, said: "With hindsight, we were trying to satisfy too many interests. It needed leadership from the Bank [of England]."

A member of the City monitoring group set up to oversee the Taurus project said: "I don't think anyone understood the whole project. There was no single sponsor."

Bank officials have acknowledged the difficulty of promoting changes to the way financial markets operate which may be for the good of the City as a whole but which damage some interests in it.

The Bank stepped forward at the end of last week to take over the search for a successor to Taurus, after exchange chairman Sir Andrew Huxley Smith approached the Bank of England governor, Mr Robin Leigh-Pemberton. However, there are concerns in some quarters that the conflicting interests which bedevilled Taurus are already resurfacing.

Taurus fiasco, Page 9

# Fall in unemployment baffles economists

By Emma Tucker, Economics Staff

UK ECONOMISTS and statisticians yesterday struggled to explain last month's sharp drop in unemployment. One baffled official confessed the figures were checked twice, such was the surprise at the Department of Employment.

Most analysts said it was too early to judge whether the seasonally-adjusted fall of 23,000 represented a turnaround or whether it was a statistical quirk. However, the official figures highlighted encouraging trends.

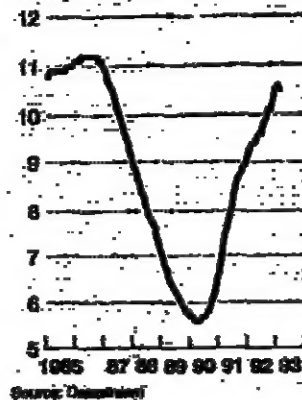
The Department of Employment said the February fall was driven by a drop in the number of people registering for unemployment benefit. About 270,000 people joined the claimant count last month, 19,500 fewer than in the same month last year. Outflows from the count were 391,200, over 33,000 more than in February last year.

Some of the outflows would have left the count to join government employment schemes. The number of people involved in Employment Training, for example, rose by 5,000 in February compared with January. The numbers on Business Start Up rose by just over 1,000.

There was no regional pattern to the reduction in unemployment. The good news was

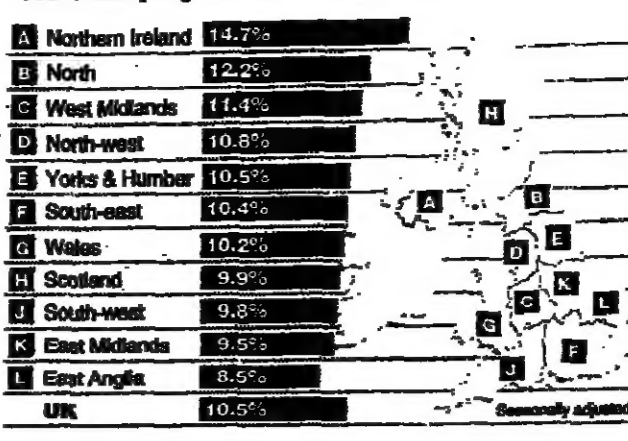
## UK unemployment

Wholly unemployed (%)



Source: Department of Employment

## UK unemployment: February 1993



Average earnings rose an underlying, seasonally-adjusted 4% per cent in the year to January, unchanged on the December figure, the lowest annual increase for 25 years, writes Emma Tucker.

There was, however, a 1/2 point drop in the annual rate of average earnings for manufacturing industry. They rose by 5% per cent in the year to January, compared with 5% per cent in the year to December. Average earnings for the service industries were unchanged at 4% per cent.

Unit wage costs for the whole economy rose by 1.9 per cent in the year to the fourth quarter last year. Wages and salaries per unit of output have not risen this slowly since 1988.

In manufacturing, industry unit wage costs fell by 1 per cent in the three months to January, compared with the same period a year ago.

Manufacturing output per head was 1.3 per cent higher than in the three months ending October, and was 6.4 per cent higher than in the same period a year earlier.

spread fairly evenly across the country with the jobless total falling in all regions except greater London, the north and Northern Ireland.

Unemployment in the south-east, one of the regions worst hit by the recession, fell by a seasonally-adjusted 5,700 in

February compared with January. But in greater London it rose 800 on the month. In the north the number of people out of work and claiming benefit rose by 600 and in Northern Ireland by 200.

Some regions experienced their first drop in unemployment for three years, noticeably East Anglia where it fell by 1,200 and the west Midlands where it dropped 2,400. East Anglia and the south-west had the biggest percentage falls in unemployment.

February's sharp overall drop has left a question mark

# International engineering contracts grow by 40%

By Andrew Taylor, Construction Correspondent

THE VALUE of international construction contracts involving British consulting engineers jumped by more than 40 per cent from £1.68bn to £2.60bn last year, according to figures published yesterday.

Consulting engineers contributed an estimated \$25bn to Britain's invisible earnings in 1992 - almost 30 per cent more than the \$20bn earned in 1991.

The figures, published by the Association of Consulting Engineers, do not include any contribution from British contractors or building material producers working on international projects.

Last year's rise in overseas work has partially offset a deep decline in domestic orders in the recession-hit UK construction industry, which led to substantial write-downs on land values for residential and commercial development.

The increase in international orders was due to several very large transport and energy projects mostly in the Far East.

As a result the capital value of new projects for which British consultants won contracts more than doubled to £27.75bn.

More than a third of this total was represented by the \$10bn Elevated Transport System in Bangkok, where Ove Arup has won contracts.

British consultants also won a work on a \$2.7bn land fill project in Hong Kong, part of transport infrastructure for the new Chep Lap Kok airport.

Consultants working on the airport development include Mott MacDonald, Sir Alexander Gibb, Scott Wilson Kirkpatrick and Mouchel.

British consultants also won work last year on several large power station projects in China. Mr Pavi Abm, chairman of the association said that the level of construction orders being placed internationally by China was increasing.

He was concerned that Britain should not lose a share of this work because of political wrangling over the future of Hong Kong.

He said there was no sign of significant recovery in world construction orders outside the Far East. The capital value of Far East projects involving British consultants rose from £11.85bn to £28.85bn last year.

This compared with contracts worth £9.67bn in Africa, £3.54bn in the Indian sub-continent and £6.58bn in the Middle East.

Commercial vehicle output in February fell to 17,912 compared with 22,255 a year ago.

Production for export was down by 21.53 per cent, from 12,958 to 10,207, partially reflecting the halt in production at Leyland DAF.

Commercial vehicle output for this year's first two months totalled 36,725, down 2.47 per cent on last year's 37,855.

Product for export was 13,57 per cent lower, at 19,558 from 22,629.

# Settlement expected on Leyland Daf buy-out

THE future of the management buy-out bid for the Leyland Daf plant in Birmingham is likely to be settled within the next fortnight, Paul Cheeseright writes.

Its chances of success were improved on Wednesday by the decision of 31, the venture capital group, to advance equity

finance. Mr Ken Ogilvy, a partner at Coopers & Lybrand Deloitte, accountants, said yesterday detailed cashflow projections for the next six months of the plant's operations are being prepared for presentation next week to the credit committees of clearing banks and finance houses.

Coopers is trying to pull together a finance package for the buy-out team led by Mr Allan Amey.

Banks and finance houses are needed by the management buy-out team to provide the debt element of the financing package, which will also involve the public sector.

Uncertainty over the future, however, has led to a decline in orders for Leyland Daf vans from mid-April. "Much beyond that the orderbook looks pretty poor," said Mr Ogilvy. Dealers have been delaying firm orders until the outcome of the buy-out bid is clear.

"We will not be in a position to strike a deal with the receiver for another week or so," said Mr Ogilvy.

Although that depends crucially on the attitude of the banks, he noted that it's decision had put down a marker. "It starts to focus everybody's mind that what might be possible is possible."

February compared with January. But in greater London it rose 800 on the month. In the north the number of people out of work and claiming benefit rose by 600 and in Northern Ireland by 200.

Some regions experienced their first drop in unemployment for three years, noticeably East Anglia where it fell by 1,200 and the west Midlands where it dropped 2,400. East Anglia and the south-west had the biggest percentage falls in unemployment.

February's sharp overall drop has left a question mark

# Motor industry hit by falling output

By John Griffiths

THE UK motor industry is still looking in vain for the production upturn it has forecast for this year.

Car output fell by 2.3 per cent and commercial vehicle output by 15.73 per cent in February, compared with year-ago levels - a performance described yesterday as "disappointing" by Sir Hal Miller, chief executive of the Society of Motor Manufacturers and Traders.

Statistics issued jointly by the SMMT and Central Statistical Office showed car output falling to 110,844 units from 114,192 in February last year.

Production for export rose by 4.4 per cent, to 49,206 from 47,130. Output for the domestic market fell by 8.2 per cent, to 61,638 from 67,062.

Most analysts expect around 10 per cent growth in the severely depressed UK market this year.

however, the growth of output for export may be increasingly constrained by a swift

and unexpectedly severe downturn in major Continental markets. Sales so far this year are down by around one quarter in France and Germany and by more than 40 per cent in Spain.

Car output for the first two months of the year totalled 219,986, up 5.03 per cent from the same year-ago period. Production for export was 12.27 per cent higher, at 99,488 from 88,622. January's production performance was artificially boosted, however, because it contained five weeks' production compared with four last year.

Commercial vehicle output in February fell to 17,912 compared with 22,255 a year ago.

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Commercial vehicle output for this year's first two months totalled 36,725, down 2.47 per cent on last year's 37,855.

Product for export was 13.57 per cent lower, at 19,558 from 22,629.

# Amstrad launches £300 'personal digital assistant'

By Alan Cane

AMSTRAD, the UK consumer electronics company, yesterday announced the first of a family of "personal digital assistants", hand-held electronic notebooks which recognise and accept their owner's handwriting.

They can also be used to send faxes over the telephone network when connected to a suitable modem.

Designed by Amstrad and manufactured in mainland China, the Pen Pad will be in shops by early May at a price of £299.99 including VAT.

It is not the first; Japanese and US companies are already marketing hand-held computers which recognise handwriting. Amstrad's price, however, is significantly below that of

competitive products. Some of the world's largest electronics companies see a bright future for personal digital assistants (pdas), and are planning their own versions. The list includes IBM, AT&T and Apple. Their products are expected to be more sophisticated than the Amstrad pda, but cost considerably more.

A recent survey in the US by BIS Strategic Decisions showed that one in three executives would be prepared to buy one; cost was not a key issue.

The Amstrad launch is an indication that the company, which recently returned to profitability, is still capable of producing new product ideas.

Mr Paul Norris, electronics analyst with stockbrokers BZW said: "This product is impor-

tant because it demonstrates the product pipeline is still vibrant and active."

Mr Alan Sugar, Amstrad chairman, failed in December to persuade shareholders to sell him the shares he does not already own, saying he could see no prospect of a "blockbuster" product on the horizon.

The Pen Pad will be launched formally in Hanover next week along with a new fax machine, telephone and £300 notebook computer capable of running spreadsheets.

Weighing less than a pound and about the size of a paperback book, the Pen Pad has to be "taught" to recognise its owner's handwriting. For the future Amstrad envisages pdas incorporating a telephone, printer or on-screen road map.

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as an international deep water port at Mobile. Our State Supercomputer is widely available to companies wishing to link into some of the most advanced computing technology in the world and

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VAT ON DOMESTIC FUEL AND POWER

# Major promises cash help for poor

By Ralph Atkins and Bronwen Maddox

THE THREAT of a revolt by Conservative MPs yesterday forced Mr John Major into promising extra help for 10m people on low incomes who he hit next year by the budget imposition of value added tax on domestic fuel and power.

alarm among Conservative MPs but the government's difficulties could be further deepened by separate official calculations showing that hidden costs of government energy saving schemes could add nearly 4 per cent a year to domestic fuel and electricity bills, in addition to VAT.

however, not to promise full compensation for the VAT extension. It indicated that falling gas prices and the extra boost given to benefit claimants this year, would be taken into account.

Amid Downing Street complaints that the government's position had been "misinterpreted," the Cabinet agreed to allow Mr Peter Lilley, social security secretary, to embark on a series of media interviews clarifying the position.

help 5m people on income support and a further 3m on housing benefit, council tax benefit or family credit. After taking account of people moving into or off benefit registers over a year, the total will include a further 2m. Mr Major said cold weather payments would also be adjusted.

Britain in brief



## Major backs governor of Hong Kong

China's attempts to undermine the position of Mr Chris Patten, the governor of Hong Kong, have been bluntly repudiated by Mr John Major, the prime minister.

## Changes urged on insurance

Sir Bryan Carsberg, director general of the Office of Fair Trading said current rules for selling life insurance "have significantly anti-competitive effects" and key aspects of them must be changed.

## BR seeks private funds

British Rail, the state rail network, has appealed to the private sector to come forward with ideas for financing a £325m expansion of the Thameslink cross-London line. It said it hoped to fund the long-

outstanding project by taking advantage of new Treasury guidelines aimed at encouraging private sector participation in transport projects.

## Legal action on primrose oil

Scotia Pharmaceuticals, the holder of the only EC licence to sell drugs based on evening primrose oil - a common treatment for pre-menstrual tension - has begun a legal challenge to prevent a rival launching a similar product.

## EC aid bids withdrawn

Mid-Glamorgan county council in south Wales is withdrawing its application for about £7m of European aid for 33 projects because it says it cannot now afford its share of the cost.

## Welcome for Ulster speech

Sir Patrick Mayhew, Northern Ireland secretary, has welcomed conciliatory comments made by Mr Dick Spring, the Irish foreign minister, on his government's constitutional claim to the province.

intimated that Ireland would not press its claim to the province during talks on the political future of Northern Ireland, had been very encouraging, Sir Patrick told parliament.

## Row deepens at BBC

The BBC board of governors deepened the controversy surrounding the corporation's contractual arrangements with Mr John Birt, its director general, by acknowledging that he was not the first board of management level executive to have had his salary paid gross into his own private company and thereby avoid paying tax.

## M4 measure grows 3.3%

Indications of continuing economic weakness were underlined by sluggish growth in the M4 measure of the money supply last month. M4 - which takes in notes and coins, plus deposits at banks and building societies - rose in the year to February by a seasonally-adjusted 3.3 per cent, only slightly above the 3.2 per cent rise in the 12 months to January, the Bank of England said.

## Stadium plan for Olympics

Organisers of the bid by Manchester to host the 2000 Olympic Games have unveiled plans for a futuristic £100m stadium. The stadium would seat 80,000 people. The overall project - worth £150m - would include a separate 6,000-seat facility for badminton and rhythmic gymnastics and a mix of retail and leisure facilities about a mile from the city centre.

# Deals may secure threatened mines

By Michael Smith and Philip Stephens

THE government yesterday persuaded at least four electricity companies to accept binding arbitration to resolve disputes over contracts for coal-fired power. Ministers have blamed the disputes for delaying a white paper, or policy document, aimed at saving some of Britain's 31 threatened pits.

The arbitration is the latest, in a series of government initiatives over more than eight months to cajole the two generators in England and Wales and the 12 regional electricity companies into concluding deals with British Coal.

The Department of Trade and Industry is still uncertain that the remaining obstacles can be overcome during the next few days but has promised in time at next Thursday's cabinet meeting for government approval of the scheme.

Ministers are also continuing to downplay expectations on the number of pits which might be saved. Legal advice on the cross-Channel interconnector published yesterday was said to have undercut significantly the call from Commons trade and industry select committee for 15m tonnes expansion of the market for coal.

Senior Conservative MPs believe that Mr Michael Heseltine, trade secretary, is preparing opinion at Westminster for a deal that might save fewer than 10 of the 31 threatened pits.

The arbitration initiative follows a statement to MPs by Mr Heseltine on Wednesday that he would not publish a white paper until the electricity industry had signed contracts on coal-fired power.

Most power industry executives believe a deal can be reached on "base" contracts for 40m tonnes of coal next year and 30m for each of the next four. However, several regional companies say they are against signing anything until they see how the white paper affects the energy market.



Mine over matter: miners at Monkhall colliery - Britain's only pit operated by a miners' consortium - are determined to keep it open despite a financial crisis and lack of backers

## Scottish pit loses backer

By James Suxton, Scottish Correspondent

CALEDONIAN Mining, the independent coal company, has abandoned plans to take a controlling stake in Monkhall colliery, threatening the future of Britain's only pit operated by a miners' consortium.

Price Waterhouse. It had been deterred by reports that it did not enjoy the miners' support. The miners have now launched a public appeal to raise money to plug a gap in the finances of Monkhall Mineworkers, the consortium operating the colliery near Edinburgh which is in serious financial difficulties.

ity by Quayle Munro, the Edinburgh merchant bank. Monkhall Mineworkers, which leased the pit from British Coal last June, has been seeking outside investors because of funding shortages. Its only source of capital is the £1.6m raised by the 180 miners. Although Monkhall is continuing to produce coal for its main customer, British Coal, it has a deficit of £1.7m and the miners have not been paid for seven weeks.

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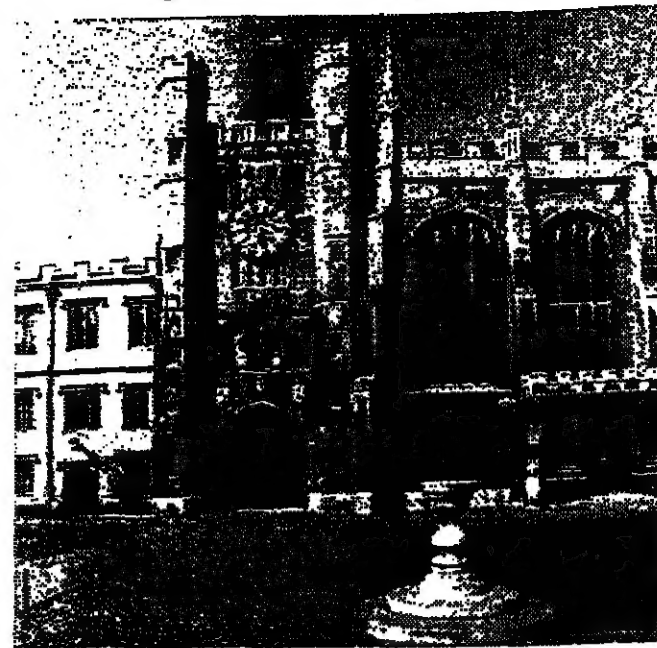
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## THE PROPERTY MARKET

## Portfolio for all seasons

Vanessa Houlder profiles the long-term strategy of Trinity College, Cambridge's richest



Trinity College, Cambridge: riding out the property downturn

These are hard times for many of Britain's traditional landowners. Leasehold enfranchisement, the collapse in agricultural land values and the treacherous property development market have damaged the interests of landlords ranging from the Duke of Westminster to the Church of England.

But Trinity College, the richest college in Cambridge and one of the UK's oldest landowners, appears to be riding out the recession with enviable serenity. Its somewhat idiosyncratic portfolio, worth £207m, has so far stood it in good stead during the downturn.

Its wealth, which mostly dates back to land and ecclesiastical tithes seized from the monasteries by King Henry VIII, takes a form dictated by history and chance as well as by conscious design.

Its portfolio includes: gravel royalties; agricultural land; shops in provincial towns, including a large chunk of central Cambridge; the Cambridge Science Park; Felixstowe Docks; and a range of equities.

It shuns offices, with the exception of three small London properties, on the ground that they need frequent refurbishment. It also avoids gilts, believing that the income from its shop portfolio is an adequate substitute for fixed income securities.

In the past 35 years, the make-up of the portfolio has changed significantly from one that was split evenly between farms, urban property and securities. Nonetheless, its current breakdown - 5 per cent farmland, 50 per cent property and 45 per cent securities - is still far out of line with the average pension fund.

The differences between Trinity's fund and mainstream institutions do not, it seems, stem from a relaxed approach to performance. Asset allocation is reviewed by the college's finance committee (which includes Louis Freedman, former managing director of Land Securities), which vets its investment decisions.

The college insists it has pressing demands on its income, which last year totalled £15m. "We are fully stretched. We need every penny," says Mr John Bradfield, who ran the college's finances from the mid-1950s (when the assets were

worth £32m) until this year. The money is used for the upkeep of its buildings, which costs more than £1m a year, the support of the fellows and a number of bursaries and trusts throughout the university. Some 15 per cent of its income is redistributed to the university and poorer colleges.

But the college's objectives differ from those of most other

of past investment decisions. "We have to keep an eye on what has happened over the last four centuries," says Mr Bradfield.

His lack of enthusiasm for gilts owes much to a realisation that the college's income would be minimal had it been endowed with fixed-income securities. Inflation - with the exception of a long period of

'We have to keep an eye on what has happened over the last four centuries,' says the former senior bursar

stability or deflation during the 19th century - has been a pressing concern for investors since the days of Elizabeth I, when it soared as large amounts of gold were brought back from the New World.

The inflation suffered under Elizabeth I indirectly influenced the evolution of Trinity's investment philosophy, since it led to legislation which prevented landowners such as Trinity from selling land. The legislation was amended in the 1850s as a result of the need for railway development, and relaxed further in 1964.

Trinity is attempting to repeat the trick with its Eureka science and business park in Ashford, Kent, on farm land it bought in 1957. It has installed roads and established academic liaison with the University of Kent and Wye College. Although Ashford is well placed for the rail link to the Continent, the proposed park is not as well-favoured as the Cambridge one. Success, if it happens, is a long way off.

Mr Fairbrother believes the rewards of working property assets justify their place in a long-term portfolio. Markets in property are imperfect, compared with those in equities, he notes. "It is much easier to add value by active management in property."

Mr Fairbrother believes the lengthy period in which the college was locked into its landholdings has left its mark on its investment strategy. "Colleges became expert at handling property," he said. Rather than trading their assets, they looked at ways of adding value to them.

In the past 30 years, the College has enjoyed two spectacular successes in adding value to its agricultural land. Farmland bought in 1933 at Felixstowe was chosen as the site of a new port in 1968. Its deep water and its exclusion from the dock labour scheme ensured that it became Britain's largest container port. The port and its associated warehousing and industrial estate bring Trinity more than £1m in rent each year.

If Trinity's success at Felixstowe was in some respects a lucky break, the Cambridge Science Park is a considerable credit to the college's

The park, built on land acquired in 1946 by King's Hall, a predecessor of Trinity, was proposed in 1969, when a university committee argued there should be more science-based industry in Cambridge. The project, which began in 1973, covers 120 acres, of which 10 acres are undeveloped. It houses 80 companies, including contract researchers, venture capitalists and a wide range of technology-related businesses.

The park, which is the first, largest and the most famous science park in the UK, is seen as a model of its kind, and has attracted visitors from more than 45 countries in the past 10 years.

Trinity is attempting to repeat the trick with its Eureka science and business park in Ashford, Kent, on farm land it bought in 1957. It has installed roads and established academic liaison with the University of Kent and Wye College. Although Ashford is well placed for the rail link to the Continent, the proposed park is not as well-favoured as the Cambridge one. Success, if it happens, is a long way off.

Mr Fairbrother believes the rewards of working property assets justify their place in a long-term portfolio. Markets in property are imperfect, compared with those in equities, he notes. "It is much easier to add value by active management in property."

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For further information please contact Lindsay Denney, the Joint  
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For further details, please contact  
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## Alf Cooke Limited

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company, which is a long established silk screen and  
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For further information contact the Joint Administrative  
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### CONTRACTS & TENDERS

## ANNOUNCEMENT FOR PRE-QUALIFICATION FROM EREGLI IRON & STEEL WORKS, INC. TURKEY

- Assessment is hereby made for the pre-qualification of the GAS TURBINE  
COGENERATION PLANT on turn-key basis including design, supply, installation, start-up, operation, maintenance and modernization project. The integrated steel plant of  
Eregli Demir ve Çelik Fabrikası T.A.S. located at Kdz. Eregli, TURKEY. The project is  
aimed to meet the increased critical electricity and steam requirements.
- Specifications  
Turbine Type: Natural Gas  
Generator Output: 30-40 MW (13.8 kV, 50 Hz)  
HRSG Steam Capacity: 14 kg/cm<sup>2</sup> (g), 335 °C or  
45 kg/cm<sup>2</sup> (g), 445 °C
- As the firm's source Supplier's Credit, Buyer's Credit or Foreign Credit shall be utilized.
- Only the pre-qualified companies shall be invited to bid. Documents regarding the pre-qualification shall be issued to those who apply in writing to EREGLIR by the date stated  
below. Delayed applications for pre-qualification shall not be taken into consideration and  
thus will not be invited to bid.
- During the bidder's qualification, the following points will be taken into consideration:  
a) Bidder must have adequate experience for the establishment of subject facility. If the  
bidder is a trading company, the bids must be submitted together with another  
technical sub-supplier whose qualifications meet the requirements.  
b) The sub-suppliers selected by the bidders must be experienced companies in their  
respective fields.  
c) Bidders must also have satisfactory qualifications in terms of their financial status.
- Applications for the above project must be received at the following address not later than  
17.00 hours Turkish local time on Monday, April 5th 1993.

EREGLIR  
YATIRIMLAR GENEL MÜDÜRLÜĞÜ  
67330 KIZILIRMAK, ERZURUM  
SUBJECT: PRE-QUALIFICATION APPLICATION FOR  
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VII. All correspondence shall be in English.

### LEGAL NOTICES

#### G. L. ALUMINIUM SYSTEMS LIMITED (JOINT ADMINISTRATIVE RECEIVERS APPOINTED)

NOTICE IS HEREBY GIVEN, pursuant to  
Section 482(2) of the Insolvency Act 1986 that a  
meeting of creditors of the above named  
company will be held at 35 Newhall Street,  
Birmingham B3 3JX on Tuesday 6 April 1993 at  
10.00 am for the purpose of receiving a report  
prepared by the Joint Administrative Receivers  
and, if thought fit to establish a committee of  
creditors (the "creditors committee") to  
advise the functions conferred on it by or under  
the Insolvency Act 1986. Proxies to be used at  
the meeting must be lodged, together with any  
claim to be made by the creditor, at the offices of  
and C.J. Hughes, Coopers & Lybrand, 43 Temple Row,  
Birmingham B2 3YF not later than 12 noon on  
Monday 5 April.  
Creditors whose claims are wholly secured are  
not entitled to attend or to be represented at the  
meeting.  
Signed: N.J. Voughs  
Joint Administrative Receiver  
Dated 15 March 1993

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#### BYTEX BUILDERS PLC COMPANY NUMBER 195712

#### JOINT ADMINISTRATIVE RECEIVERS

APPOINTED 5 JANUARY 1993

NOTICE IS HEREBY GIVEN, pursuant to  
Section 482(2) of the Insolvency Act 1986, that a  
company will be held at Melrose House, 42  
Dugway Road, Croydon CR0 2NE on 5 April  
1993 at 11.30 am for the purpose of receiving a  
report prepared by the Joint Administrative Receivers  
and, if thought fit to establish a committee of  
creditors (the "creditors committee") to  
advise the functions conferred on it by or under  
the Insolvency Act 1986. Proxies to be used at  
the meeting must be lodged, together with any  
claim to be made by the creditor, at the offices of  
and C.J. Hughes, Coopers & Lybrand, 43 Temple Row,  
Birmingham B2 3YF not later than 12 noon on  
Monday 5 April.  
Creditors whose claims are wholly secured are  
not entitled to attend or to be represented at the  
meeting.  
Signed: N.J. Voughs  
Joint Administrative Receiver  
Dated 18 March 1993

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The Taurus project was blighted by misjudgment, mismanagement and neglect. Richard Waters and Alan Cane report

# Sudden death of a runaway bull

It was a form of collective madness. The City's biggest computer project, Taurus, cost hundreds of millions of pounds and kept computer departments in the financial industry busy for years. But just a week after it was killed off, no one in the City can think of any good reasons why it was being built at all.

"It was a case of widespread myopia," says one senior banker with a close involvement in the Taurus project.

"We should have stood back more and taken a broader look," says Patrick Mitford-Slade, chairman of the committee that devised the system.

A London Stock Exchange executive close to the project adds that the "uncritical acceptance of received wisdom" throughout the securities industry meant that, once started, the project acquired a life of its own.

Last week, the illusion was shattered. Peter Rawlins, the exchange's chief executive, called a halt to the project which was meant to automate the ownership and transfer of shareholdings.

He paid for the exchange's mismanagement of Taurus with his job; but the ramifications of the failure extend well beyond the badly battered and demoralised exchange. At issue, say executives inside and outside the exchange, is how the City reaches agreement on industry-wide issues. The short-term self-interest of particular groups helped to turn the Taurus project into a technological mess. Most of the people closely associated with the system's conception admit to fundamental errors of judgment.

The full extent of the problems became clear to the stock exchange's board only last week - five years after the project started in earnest and more than a decade since it was first proposed. Taurus (which stands for the Transfer and Automated Registration of Uncertificated Stock) was conceived in the early 1980s, though it was the settlements crisis of 1987 that provided the real impetus to the system.

The idea of a "dematerialised" settlement system - in which share certificates were to be scrapped, and share transfers handled by book entry on computer - grew out of the exchange's successful Talisman project. In 1979, this batch-processing system had automated the settlement process between stock jobbers (the precursors of today's marketmakers).

By 1981, the exchange proposed extending the idea to the market as a whole. But its idea - a central computer to maintain all records of shareholdings - was rejected by the registrars who are paid to maintain share registers for listed companies, and who would have been put out of business by the development.

"It didn't occur to us that what we should have done is go to the Bank of England and say that there were too many conflicting interests for us to handle," says a senior exchange executive from that time.

"That was the basic failure."

This failure was to return to haunt the exchange six years later. By 1987, the sharp increase in the number of share transactions, due largely to the increase in trading by private investors of the new privatisation stocks, had clogged up brokers' back offices, leading to a settlements crisis.

The banks which had taken over many of the City's leading stockbroking firms a year before were appalled by what they found: an industry accustomed to mass processing of routine financial transactions, the mess in the securities industry was shocking.

The exchange's response was to rekindle the idea of a central computer - only to run into the same objections from the registrars. It was at this stage that the Bank of England stepped in to try to promote an industry-wide solution. Pen Kent, a Bank associate director, backed the formation of the Siscot committee. Its brief was to hammer out a compromise which left no particular interest group in the securities industry worse off than before.

The idea was fatally flawed. War broke out on the Siscot committee as rival interest groups fought their corners. A number of concessions were made, all of which turned Taurus into a highly complex system.

"This system wasn't designed to meet multiple objectives - it was simply trying to avoid clashing interests," is the conclusion of one member of the industry-wide Taurus monitoring group, set up in 1991 to review the project.

To complicate matters, the Department of Trade and Industry then imposed constraints on the system which added to the technical problems that were to follow.



cal problems that were to follow. The key decisions were:

Siscot turned away from the idea of a central computer at the insistence of Alex Tweedie, then director of Barclays global securities services division and a member of the committee. The exchange also cooled to the idea, calculating that it would cost £20m to build such a large database. It would have required working close to the limits of the database technology of the time, although systems experts reject suggestions that it was outside the competence of the exchange's technical teams. They point out that airlines and the big banks have extensive experience of systems of this size.

Instead, Siscot proposed a series of distributed databases, linked together by a communications network, with the exchange acting as a "hub". Market intermediaries and service providers would then become "Taurus Account Controllers", each maintaining its own portion of the stock market.

Distributing databases, even today, is a complex task for experienced systems integrators. The exchange, without experience, was proposing to build a distributed database across 400 separate sites with a different combination of hardware and software at each site.

For many listed companies, concerned in the late 1980s that they might be the next victim in the UK's frenzied takeover boom, this posed a problem: if records of their shareholders were scattered across a number of databases, how could they tell who was buying their shares? The result was an arrangement for companies to be able to search throughout the system, adding to the complexity.

Private client stockbrokers argued that the nominee accounts in which all shareholdings would be held would prevent private shareholders from benefiting from the "perk" that go with some shareholdings and from receiving information from the companies they owned and voting at annual meetings. The result was a concession that investors would still be able to have their names on a company's share register, rather than simply being pooled together with others in a nominee account. This "name on register" concept was also backed by listed companies and the DTI.

John Redwood, then minister for City affairs at the DTI, pushed for the highest possible levels of investor protection from Taurus. This would have included a £100m compensation fund - which the securities industry could not find insurance backing for - and a hacker-proof communication system.

Full encryption (security coding) was added, increasing the cost and adding hugely to the complexity of construction and testing. The result was a system as secure as the government's Cheltenham communications centre: "Totally unnecessary,"

a consultant sniffed.

By this stage, the project was ballooning out of control and no one was in overall charge. This became clear during 1991, as the project became bogged down in protracted talks between the exchange and the DTI over the legal regulations that were to provide the framework for Taurus.

"It was a re-engineering of the legal and processing environment of share transactions between all parties in the industry. No one was managing this market project - the exchange was only concerned with getting its own system working," says a member of the Taurus monitoring group.

While the project was spiralling out of control, problems began to gather at its heart, in the exchange's central computer development. The malaise and constantly changing objectives in the project as a whole meant the exchange was trying to build its core computer system on sand. Just how weak the foundations were only became clear to the exchange's senior management in the past six weeks.

"There were no redeeming features," one computer specialist said, pointing out that the exchange had broken virtually every rule of computer project management during the five-year span of the project.

The errors which helped to consign Taurus to the scrapheap included:

● The lack of an underlying architecture or logical design. Discussions with a wide range of people involved in the project have revealed that the exchange never completed a full design for its computer system - even though it

started industry-wide testing of some parts at the start of this year. The core part of the system was never built and was only scheduled for completion in the summer of this year - at the end, rather than the beginning, of the development.

A number of core functions, such as overnight reconciliation of shareholdings and the internal control procedures needed to ensure that the entire network could operate effectively, had been labelled "non-functioning requirements" and were not due to be built until later this year.

Building a complex computer system requires a firm foundation in the shape of an underlying design which sets out how and why the various elements of the system are expected to work together. There was no such overall design for Taurus; new elements were added on an apparently ad hoc basis.

"There was no operating architec-

ture," says one person close to the project. "John [Watson] made no bones about it. He'd done it deliberately." Driven by a sense of urgency, and pressure from the securities industry, the project team was striving first to complete the parts of the system that communicated with brokers and others in the City.

A big error, in retrospect, was the decision to use as the heart of the new software a computer package developed by Vista Concepts of New York. The Vista product, a high-priced global custody system, is the market leader in its field and has an excellent reputation.

There are simple rules for using computer packages, however, just as there are for buying ready-made suits. Essentially, if extensive alterations are needed, it is better to go bespoke. Up to 70 per cent of the Vista package was being rewritten by separate teams working at the exchange in London and in New York. Communication was poor: "The London team never knew what they were getting from New York until it arrived," an exchange computer engineer said.

The problems were compounded by the constant redefining of the project requirements. The exchange paid £1m for the Vista package. Revisions to it were projected to cost a further £1m, but by the end the software had cost £14m and had still not been completed. Vista was hired on a "time and materials" contract rather than a fixed-price basis - an arrangement now attacked by several exchange board members.

A second error was to attempt to shoehorn the modern, on-line, all-singing, all-dancing Vista package to the 14-year-old Talisman software, used by the exchange to clear bargains. "You have to be careful with systems of that age. Much of the software is unique or obsolete and will not tolerate interference," according to one expert.

● Lack of effective project management. "Whenever part of Taurus was late it was always by three months. Never a few days, never a week," started industry-wide testing of some parts at the start of this year. The core part of the system was never built and was only scheduled for completion in the summer of this year - at the end, rather than the beginning, of the development.

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Building a complex computer system requires a firm foundation in the shape of an underlying design which sets out how and why the various elements of the system are expected to work together. There was no such overall design for Taurus; new elements were added on an apparently ad hoc basis.

"There was no operating architec-

tional requirements of the system when they began testing - a cardinal sin." It was not entirely the fault of the Taurus team. The nature of the compromise solution hammered out in the early stages meant all the participants felt they had a right to demand changes, regardless of the project schedule.

● No quality control. Computer systems engineers have their work checked by independent consultants to ensure methodologies are being followed and quality standards adhered to. Nobody seems to have overseen Taurus.

Why was the project allowed to run on for so long with no one in overall control? The reason lies partly in the turmoil in the exchange in the past three years, and partly in the failure by the securities industry at large to take a

**'Nobody was brave enough to stand up and say, this system doesn't make sense'**

firmer grip on the project.

The heads of computer departments across the City were deeply embroiled in Taurus - and many moaned continually about the project - but few, if any, ever called for a big rethink. "Nobody was brave enough to stand up and say, this doesn't make sense," says a member of the Taurus monitoring group.

Among those with responsibility for overseeing the project were:

● The exchange's settlements board, led by Rod Margree, an executive from Barclays. Margree was brought in on secondment in early 1990 after Rawlins told John Quinton, then chairman of Barclays, that the banks should become more involved.

This was because dematerialisation under Taurus was intended as the first step towards two other important objectives, both of which needed the closer involvement of the banking industry - rolling settlement (when all transactions are settled a set number of days after they take place) and "delivery versus payment" (or DVP - the exchange of shares for cash, which requires the integration of stock and cash clearing systems).

The settlements board was disbanded by Rawlins in 1992, along with the other independent management boards he had set up in 1990, and Margree left the exchange in August 1992.

● The Taurus monitoring group, under Ian Cormack, head of the financial institutions group at Citibank. Cormack's group included people with extensive experience of technology projects in the securities industry, including Mike Jones of Capel Cure Myers and Rah Harley of Kleinwort Benson.

The monitoring group met for just one and a half hours a month,

too little time to get deeply involved in such a complex project. The group expressed its concerns in recent months to Watson and his project team. One member recalls: "They [the project team] said it couldn't be done in the timescales - they didn't say it hadn't even been started."

● A committee of the stock exchange board, known as the Taurus Review Committee. Chaired by Peter Minchin of Lloyds Stockbrokers, the committee included John Kemp-Welch, joint senior partner of Cazenove, and Miles Rivett-Carnac, who was this week appointed chairman of Baring Securities. "The committee was only as good as the information it received," one of its members said. The non-executive board members could not delve into the furthest corners of a project like this.

● A series of management consultancy firms pored over the project, though none expressed serious reservations until recently. Touche Ross had been brought in as a monitor for the project at the outset and helped to produce the cost estimates used to justify the project. Its role was ended by Rawlins in 1990, who decided that the job done by the external monitors could equally well be done by the exchange's management.

Coopers & Lybrand supplied 18 staff on secondment to the project, led by Watson. In the summer of 1991, when the concern of senior exchange management was first aroused, Coopers was asked to complete a review of the project. Its advice: that Taurus could still be completed, with some management changes.

Senior partner Brandon Gough was also involved in discussions with the exchange at that time - although Coopers now says that it never had any direct involvement in the project, but was simply supplying consultants to work under exchange supervision. In the spring of 1990, Coopers made Watson a partner.

Stewart Senior, another Coopers consultant, was brought in to run the technical side of the project at the start of this year. He advised the series of tests under way should be suspended until the core of the exchange's computer system was completed, a process which would take at least 15 months. It was this information that finally persuaded Rawlins to end the project.

Ernst & Young was appointed to report to the DTI (and, later, the Treasury) when the project was completed, to enable the government to allow officially the system to go "live". It is thought to have had reservations about the project for some time, though these were first expressed to the exchange only in mid-February.

Concerns were first reported by an outside consultancy firm last autumn, when Andersen Consulting - which would eventually have been required to run the settlements system - was asked to review the project. It was this review that revealed that there was no overall architecture for the Taurus system.

● The exchange's senior management failed to take firm control of the project. Between early 1990 - when he set up the settlement board - and the summer of 1991, Rawlins appears to have taken no interest in Taurus, which was to cost his organisation £75m.

A member of the monitoring group recalls: "There were times when Peter seemed very half-hearted about the whole project." When he finally took a closer involvement, 18 months ago, Rawlins reviewed the project and decided to go ahead, rather than scrap it at that stage.

When the recommitments have died down, the City will still be left with the same problem it faced in the early 1980s: how to build a modern stock market settlement system. For at least two reasons, the answer could be easier to find this time around.

First, the trauma of Taurus is likely to make the various interest groups in the City more amenable to the future development. However, the sound of axes being ground is already being heard again in the City: custodians and registrars arguing against a central registry, listed companies pushing for greater visibility in their share registers, and private client brokers saying that small investors should not suffer.

Second, the need for a system as complex as Taurus has disappeared. The back offices of banks and securities houses have been overhauled in recent years (much of the cost was incurred to prepare for Taurus), and market settlement now runs far more efficiently. More private clients' shares are held in nominee, reducing paperwork.

Also, share trading volumes have not risen inexorably (as expected after Big Bang), making a second settlement crisis a distant fear. The next push, say custodians, institutional investors and brokers, should be towards rolling settlement and DVP.

However, the City must still find a new way to reach consensus on important projects which are for the good of the financial industry as a whole. Rawlins will not comment on the history of Taurus. But, looking forward, he says: "There is a real City management problem here. It could happen again and will happen again."

## THE MEN IN THE RING



Peter Rawlins

Rawlins was the driving force behind the Taurus project. He was the first to propose a central computer system for the exchange. He was also the first to be ousted from his position as chairman of the exchange in 1991.



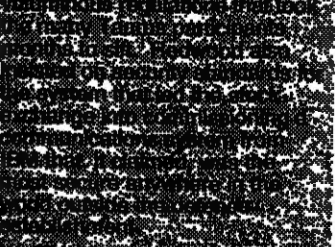
John Quinton

Quinton was a key figure in the Taurus project. He was the first to bring in Rod Margree to oversee the project. He was also the first to be ousted from his position as chairman of Barclays in 1991.



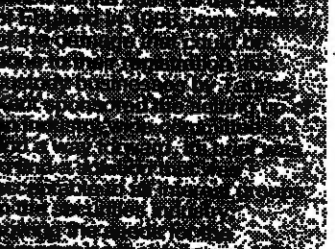
Rod Margree

Margree was brought in to oversee the Taurus project. He was the first to bring in Ian Cormack to head the monitoring group. He was also the first to be ousted from his position as executive of Barclays in 1991.



Ian Cormack

Cormack was the first to bring in Mike Jones of Capel Cure Myers and Rah Harley of Kleinwort Benson to the monitoring group. He was also the first to be ousted from his position as head of Citibank's financial institutions group in 1991.



Mike Jones

Jones was a key figure in the Taurus project. He was the first to bring in Rah Harley of Kleinwort Benson to the monitoring group. He was also the first to be ousted from his position as partner at Capel Cure Myers in 1991.



## MANAGEMENT

Many employers appear opposed to recruiting older staff, write Diane Summers and Catherine Milton

## On the shelf at 45

"MY NAME IS DORIAN GRAY AND I WANT A JOB."



Ageism is against the law in the US - but unlike racism and sexism it is not outlawed in job selection in the UK. Inquiries by the FT this week confirm the cult of youth is on the rise in most sectors and at most levels within UK companies.

Cost is the most obvious incentive for hiring younger employees, although Marc Thompson, research fellow at Sussex University's Institute of Manpower Studies, sees pay as less of a reason these days for going for the under 45s. Performance-based pay systems are taking over from age-based ones in many companies, he says. Thompson's research shows many objections to older workers - such as the fear that any pay-back period on training will be too short for older recruits - are not grounded in fact. Older employees may be better timekeepers, take less time off and stay longer in their jobs.

Clearly not everyone is convinced. Jerry Turner from Laurenceau Milford says: "By and large, 34-36 is the client base age range they'll be selling to - there's generally an affinity between people of a common age. Also, I hate to say this, but people above that age don't have the bottle for the job."

Older middle managers are also liable to be cold-shouldered. The publishing company Cornhill Publications believes that in general older managers do not fit in with its young culture. Cornhill employs about 130 staff, mainly in telesales. Most managers are in their mid-30s to early 40s. Simon Kessler, aged 30, Cornhill's business development director, said: "It really isn't a conscious rule, it's not really set in stone. It just happens that this is the kind of business that attracts young people and they perform better in this environment."

Not surprisingly, the same atti-

tude is prevalent in the computer industry and in City dealing rooms. "It is *de rigueur* that people recruited in the derivatives industry are not only sub-45, but sub-35," said Roger Stears, a director of Jonathan Wren, the city recruitment consultancy. Given that the derivatives market only got going in the last 10 years, the oldest of them are in their mid-30s.

In banking, too, there may have even been a slight decrease in the average age of staff. "Firms are prepared to buy a little less experience to save a little money," says Stears.

He knows of cases where staff in their early 40s had been "made redundant" and replaced by people five years younger and cheaper.

IT companies and recruitment agencies deny they are discriminating against age per se. Russell Clements, director of the IT recruitment consultants Computer Futures, admits that advertisements often carry age specifications. However, he stresses this only occurs when the company actually demands it. He adds: "When it's specified it reflects a degree of honesty." In the case of a maximum age limit,

he adds, what is at stake is technical know-how. The older ex-managers who fail to get basic computing jobs they apply for are, he says, unreasonable to assume that age requirements were the only factor. "Age gets used as an excuse. It is very difficult to separate the fact that those people who are older often don't have the right experience."

Age bars are often explicit in secretarial jobs. Debra Alcock, head of the Industrial Society's secretarial development programme, is a former secretary and has seen "time and time again, those who are 40-plus having a lot more difficulty getting jobs, even if they are highly skilled". The very senior secretaries working for chairmen and chief executives, may be older, she says. "But middle managers will often go for very young, glamorous secretaries, particularly if they are recruiting themselves. It happens less often if personnel departments are appointing."

In a recent issue of the London Evening Standard, Centre Point Bureau had three advertisements for secretarial staff, one specifying an age of 20-24, the second for a 20-23-year-old, and the third for someone aged 24-28. The reason for stating the age required, said the agency, is that "Age depicts salary and the style of the department you're going in to." On another occasion they could equally have been looking for older secretaries, says the bureau.

Recruitment agencies offer a 50 per cent discount on their fee to employers taking on workers aged over 50. "It's not that we think older workers are worth less. But we had been coming up against companies who were saying they didn't want to consider the CVs of anyone over 50," says the company.

It is not all bad news, however. Occasionally, the tables will be turned and the older employee will find herself positively sought after. Wine merchants Corney and Barrow recently advertised for "a paragon to fill the enormous gap which will arise when our telephonist/receptionist/clerical assistant retires in May". The advertisement added: "Preference will be given to mature applicants."

Chris Trott, aged 58, a senior executive at Chusid Lander, the career consultancy, believes employers are becoming more sympathetic to the idea of the middle-aged manager.

"On the whole 'management' is becoming younger and younger. My impression is, however, that a lot of employers have found they have discarded a lot of experience as they discarded older people."

Additional reporting by Gillian Tett and Tracy Corrigan.

Christopher Lorenz

## The transnational's identity crisis



POWERFUL new management concepts tend to go through a natural but unfortunate cycle. At first they are applied with care by an informed minority.

But then, as word spreads, they are seized upon with abandon and taken to extremes, often becoming distorted.

So if the progenitors of a concept want to stop their brainchild getting a bad name, they need to take corrective action rapidly.

With its famous but overworked "cash cow" portfolio planning matrix in the 1970s, the Boston Consulting Group acted several years too late. But in the mid-1980s, with his gospel of the "globalisation of markets" and products still freshly minted, Harvard's Theodore Levitt was much quicker to correct the exaggeration of his disciples - including the Saatchi brothers - about the "homogenisation" of everything.

Now nearly as rapid remedial action has been taken by one of the fathers of the most powerful current concept of global organisation: that of the "transnational", otherwise known as the "globally integrated network" or, more loosely, the "global web".

All three names are equally ungainly. But the concept has caught hold rapidly. Companies as different as Unilever, IBM, Monsanto, SKF and - more tentatively, Sony and Honda - have started to embrace it as superior both to the sort of centralised "global" structure of most Japanese and some American enterprises, and to the much looser "multinational" typified in the past by many European companies - including Unilever.

Far-sighted government advisers have also seized upon the "transnational" as the most likely form of international company with which they will have to negotiate in the 21st century.

The trouble is that other companies and some academics - notably Robert Reich, an influential Harvard economics professor who is now a member of President Clinton's cabinet - have taken

the concept too far, claiming that it is becoming the only way for every large international company to organise itself in the future, irrespective of its industrial or market context.

Put simply - though the whole point of such organisations is that they need to be far from simple - a "transnational" is a company which shares internal power between its units around the world, instead of continuing to hog it all to its home country.

Like many companies these days, a transnational implements the fashionable process of "global localisation": it disperses around the world not only its local sales and distribution, and some manufacturing, but also a degree of research, design and development. But it goes much further than that. It neither controls all these

activities rigidly from its home country, as "global" companies do, nor does it allow each national or regional operation virtual independence, as in a traditional European "multinational". Instead, it disperses some of the global control over these activities.

This is usually done for individual product divisions - as with Monsanto's shift of its global headquarters from Illinois to Belgium, or IBM's move of its network systems business to Britain. But some companies, such as ABB, also operate part of their group head office in this fashion.

Within transnationals, almost no two divisions are organised in the same way; thus Unilever's detergents business is now much more centralised than foods.

The purpose of such a highly differentiated structure is for each division and product line to gain the best of two worlds: the economies of scale to be achieved through what academics call "global integration"; and the

apparently contrary pressures for maximum responsiveness to differences in national markets. The ideal balance between these pressures varies between industries, divisions and even between product lines in one division.

The complexity of this concept is its advantage, in other words. But it is also its drawback, especially when managers or academics try to apply it to companies operating in less complex industries and markets than the likes of Unilever and Monsanto. Robert Reich is a prime offender: his mistaken advocacy of the "global web" as a universal panacea has fuelled criticism of the whole idea.

Hence a thorough corrective in the latest Sloan Management Review from Samantra Ghoshal, a professor at Insead in France who created the "transnational" concept with Christopher Bartlett, a Harvard professor.

Far from advocating the transnational structure as a universal solution, says Ghoshal, they have argued repeatedly that it should be used only by companies operating in highly complex business environments, where "global", "multinational" and "local" structures are inappropriate.

Transnationals tend to be best suited to industries such as computers, telecommunications, cars and pharmaceuticals and photographic equipment, he suggests. They are least suitable in metals, textiles, printing and publishing.

Just as one company can suffer from too simple an organisation if it is in a complex and turbulent environment, another "can pay an efficiency penalty for adopting an organisation too complex for its environmental demands", continues Ghoshal. Organisational complexity is costly and difficult to manage, he admits and companies must simplify wherever they can.

The article gives plenty of practical advice on this. With a myriad of matrices and circle diagrams, it is not an easy read. But nor is the "transnational" the simple, all-purpose animal which some powerful people seem to think.

\* *Horses for Courses*. Co-authored with Nitin Nohria. SMR Winter 1993. Reprint 3422. Fax (USA) 617-253-5584.

## PEOPLE

### Cadbury Schweppes picks again from family pack

After a four-year gap there will soon be a Cadbury back in the chairman's seat at Cadbury Schweppes, the confectionery and soft drinks firm. Dominic Cadbury, the 52-year-old chief executive, will take over as executive chairman from Sir Graham Day in May.

Cadbury, who joined the family firm five years before its 1989 merger with Schweppes, has been chief executive since 1984, and is following his father, grandfather and great-grandfather, as well as his brother, Sir Adrian Cadbury, into the chairman's office.

Although Cadbury Schweppes is no longer a family firm, and Dominic Cadbury's stake in the business is small, his elevation to the chairmanship could raise a few eyebrows.



Unlike Sir Graham Day, who turns 60 in May, Dominic Cadbury will be an executive

chairman and will have a group chief executive, David Wellings, 52, who has been running the confectionery business since 1989.

However, Cadbury says that the two jobs are quite different. "As chief executive I would be seen as very much a hands-on businessman, I would not expect to be that as chairman."

David Wellings will be the "ultimate decision maker, it would not work otherwise". As a full-time chairman, Cadbury expects to help share the heavy travelling and presentational burdens which fall on a CEO's shoulders.

Wellings has spent less time at the top of Cadbury Schweppes than Frank Swann and Derek Williams, two other contenders for the CEO's job.

Having started his career with Cadbury Brothers in 1952, he spent 18 years outside the group before rejoining in 1988 as managing director of Cadbury in the UK.

David Lang, Henderson Crosthwaite's long-time Cadbury-watcher, is slightly surprised at the timing of Dominic Cadbury's promotion but believes that it is well-earned, nonetheless.

"He took over a company that was running out of gas and had serious problems in North America. He has reshaped it and fought off an unwelcome predator."

Despite the family connections, Lang describes Cadbury as a "good team player" who has surrounded himself with "successful people".

### Riddell for Invesco



"Some people say you should never go back," says Norman Riddell, "but it worked well for me once before."

The new 45-year-old chief executive of Invesco MIM's UK and European operations, replacing Nicholas Johnson, who resigned over policy differences in December, is an old Britannia hand himself.

He left in 1986, before the link-up with MIM and Invesco, but will still recognise one or two faces on the board of the now much-enlarged fund management group, notably Lord Rippon, one-time Britannia Arrow Holdings chairman.

But the first time he returned to familiar territory was in 1987 when he set up Capital House Investment Management for the Royal Bank of Scotland, his first employer when he left school.



Riddell says he had already achieved a lot at Capital House, where he started as the first employee shortly before the 1987 crash.

Funds of £1.4bn have now grown to £4.4bn - still, however, nowhere near critical mass for a competitive fund management business.

"In a sense the fun part starts now - Capital won its first £100m account only last week."

But apparently the Invesco job, "coming out of the blue", was too good to resist. Despite the blight on the UK business, including the Maxwell involvement as well as a long-running investigation by the self-regulatory body Imro, he is attracted by a bigger company and "a more global business".

Invesco manages £40bn of assets worldwide, although only £7bn fall in Riddell's new area.

He thinks he will get on well with his bosses in Atlanta, Georgia, despite the unpromising first approach by chief executive Charles Brady which took place over an 8am breakfast - on a Saturday. And he tries to appear unconcerned by the Imro investigation: "There are risks inherent in any new position."

While the Royal Bank has sold its merchant banking arm Charterhouse, he stresses there are no such plans for Capital House.

Paul Field, 47, currently managing director of the retail operations at Capital, was yesterday named as his successor.

Kenneth Jackson, group md of Carbo which was acquired by Hopkinsons in 1991, has been appointed group md and chief executive of HOPKINSONS GROUP on the resignation of Brian Fuller.

Andrew Simon, formerly chairman of Evode, has been appointed to the LAPORTE board.

Nicholas Saphir, chairman and chief executive of Hunter Saphir, has been appointed to

the board of ALBERT FISHER GROUP following its takeover of Hunter Saphir.

Bryan Davies has been promoted md of PIRELLI CABLES in succession to Fernando Gonzalez who becomes the European manager of the communication cables business.

Mei Williams, a former md of British Airways Cargo, has been appointed md of Wighlink, part of SEA CONTAINERS.

### Goold quits Whitecroft after 24 years

After 24 years with the company, the last two as executive chairman, Peter Goold is to leave the board of Whitecroft, the mini-conglomerate, next Monday.

Since 1990 profits, the share price, dividends and payrolls have tumbled as the Wiltshire-based group restructured to survive the recession, after being caught badly exposed in property markets.

David Kendall, chairman of Buzzi, will succeed Goold in a non-executive capacity. Mike Derbyshire - a former Norcross senior manager brought in by Goold as managing director a year ago - will step up to chief executive. Martyn Ellis joined as finance director a few weeks ago.

Goold, 49, became chairman in 1990, with property prices tumbling and Whitecroft over-gearred. In the 1980s, the group had developed medium-sized or smaller complexes of shops and offices, mainly in the

Thames Valley, and had gone into house building.

But it has since disengaged from property, house-building, double-glazing, conservatories and engineering. The workforce has been cut from more than 3,000 when Goold became chairman to about 1,930 now, and Whitecroft is down to four sound or promising businesses - lighting for factories and offices, medical cotton fibre, specialised textiles and fire-resistant doors.

Goold developed a strategy of warning the City of bad news a week or so in advance to minimise impact. When Widdingham Whitecroft finally fell into loss - on its interims to last September - this was mitigated by being slightly less than he had led investors to fear.

The share price, however, has been sliding for some time - tumbling last year from 131p to 72p in a few days. It closed 1½p higher yesterday at 38p.

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## The Comedy of Errors

Like it or loathe it, director Gerard Stembridge's attack on Shakespeare on the stage of Ireland's National Theatre is too savage to be ignored. I loathed it.

The Abbey has not had a shot at Shakespeare since 1984, in Stembridge's view. The director, who is best known for television satire and recently produced a witty and polished version of Haydn's *La vera costanza*. His *Comedy of Errors* is set in country-western mode, the women sub-Dolly Parton in sequins and diamonds, the male leads in cheap sing-song cowboy suits. The set, by Monica Frawley (who also designed the costumes) and Joanna Taylor is a sickly shade of deep pink, and features a clapped-out Mini. The alley of small shops, brothel and hotel would be ideal for one of Tennessee Williams's seedier plays.

This is one of Shakespeare's early and lesser comedies, featuring two sets of twins, the Antipholises and their servants Dromios, and a convoluted series of mistaken identities. The verse is not Shakespeare's best, but it does occasionally sparkle, and there is more to the play in terms of intellectual content than is sometimes acknowledged. Because the plot is so far-fetched it must be played at a cracking pace, and this at least the Abbey can achieve.

It is a play that lends itself to subversive expressions of fun. A Stratford production as far back as 1988 used song and ballet to fend off tedious and costumes from a mixture of periods. So when the Abbey actors reach for a microphone and croon their couplets to a country music waltz they are within a recognisable tradition. The trouble is that whether spoken or sung, the lines are garbled, delivered in such strangled tones that they are well nigh incomprehensible. The blame does not lie in the mix of Irish and American accents. The problem is that, with the shining exception of Aidan McArdle's Dromio, nobody seems to have the faintest idea how to speak blank verse.

Not surprisingly then, with this disregard for words, the higher concerns of the play, its exploration of identity, are lost, and what remains is slapstick and farce. The servant twins, Dromio, steal the play from their masters; Michael Muri showing himself as a consummate clown, with Aidan McArdle keeping pace.

The problem with the production is one of pitch. It is not necessary to have recourse to the vulgarity of the country music scene and crude visual jokes (chain saws in place of drawn swords for example) to prove that Shakespeare is not stuffy and boring. To choose the tidiest culture available as a way of making Shakespeare palatable to a new audience is ultimately condescending and insulting. He is not that difficult, but anyone unlucky enough to be introduced to Shakespeare by this production will be baffled as to how he got his reputation.

Alannah Hopkin

At the Abbey Theatre, Dublin

## Moved by the Greek miracle

Patricia Morison admires the exhibition currently in New York

Forty years ago, E.R. Dodds began his wonderful book, *The Greeks and the Irrational* with an encounter in front of the Elgin marbles. A young man accosted him and said, "I know it's an awful thing to confess, but this Greek stuff doesn't move me one bit... It's all so terribly rational, if you know what I mean."

These days, people are quite unimpressed about admitting that Dead White Males leave them cold. On the one hand, mass tourism allows millions of people to experience Greek art in its homeland. A frenzy of excitement greeted the 1972 discovery of the Elgin marbles, fished from the sea off Italy. On the other hand, without a beach close at hand, many people find Greek art less appetising.

The Greeks have lost their supremacy. Seemingly timeless masterpieces such as the Apollo Belvedere and Venus de Milo are now widely known to be copies made some four centuries later than the lost originals. Tutankhamen's magic appears far more widely than the sculpture which enraptured Winckelmann and his followers.

Into this complicated picture, there comes an extraordinary exhibition. *The Greek Miracle. Classical Sculpture from the Dawn of Democracy. The Fifth Century B.C.* has brought together some 40 sculptures, none of them Roman copies. First seen in Washington, the show has now moved to New York, to the naturally lit spaces of the Metropolitan Museum's Robert Lehmann Wing.

The Greeks have lent 23 objects, of which 20 have never been seen outside Greece. Among them are works shown in every textbook on the origins of western art. Here you will find the "Kritios Boy", the tombstone of the daughter of Hegeso, "Hercules carrying the Heavens" from the Temple of Zeus at Olympia.

Young Athenian nobles gallop on a severely eroded fragment of the Parthenon frieze. From the Temple of Victory on the Acropolis there survives the exquisitely graceful relief of the winged goddess of victory loosening her sandal.

Other museums have contributed pieces such as the beautiful Chios Apollon from the British Museum. A life-size marble statue of Theseus, crouching in combat against an Amazonian, was dug up only 60 years ago in Rome, where it was probably taken as loot by Emperor Augustus. He is frequently not on view in the Capitoline Museum; this show represents a chance not only to contemplate him, but to escape the baking intensity of queues for Greek museums in the tourist season.

In New York, the show has been enriched by more objects from the Met and lent by private owners. One such is the magnificent Hera presented to the goddess Hera in gratitude for victory in the games. Greek theatre and Greek cultural expansion are evoked by a silver stag's head drinking-cup, one of the famous rhytons from the Black Sea region. The figures around its rim have been explained as a scene from the play *Philoctetes*.

Memorable above all is the Met's particular coup de théâtre. The first exhibit is a pink, life-size statue of a youth, a kouros of around 600 B.C. from the Met's collection. Its rigid frontality, the scrolling lines of its stylised muscles, are the work of an artist still trained in the Egyptian way of representing the human form. One foot is extended, but there is no illusion of movement.

Behind there stands another kouros, one of a dozen found at the Temple of Apollo on Mount Pnyx. It was made only 60 years later and yet a great change has taken place. He is softer and suppler, the muscles seeming to swell beneath the skin.

His face, however, is still Oriental, flat-chested and framed in stiff loops of curls.

Next in this revelatory line-up comes the "Kritios Boy" of about 480 B.C. found on the Acropolis. If he does indeed represent the divine Theseus, then it is not hard to imagine Athenians worshipping such an uncannily beautiful image. The show tries to remind us that Greek sculptures were once brightly painted and inlaid, with gleaming weapons, jewelry and locks of bronze hair. The "Kritios Boy" would have had "real" eyes, like the little bronze head which shares the inset eyes, eyelashes, and lips of the famous *Charitoi* of Delphi.

The "Kritios Boy" really does appear about to walk. His spine is curved and one beautiful buttock droops in the *contrapposto* pose which Greek art bequeathed to artists of the Renaissance. Here, then, is the Greek miracle, that in one century of experimentation, craftsmen had learned to fashion images of such dazzling naturalism.

But, perhaps unwisely, the phrase "Greek Miracle" does not stand alone in the show's title. It is hitched to the 2,500th anniversary of the birth of democracy in Athens, ushered in by the reforms of Cleisthenes in 508 B.C. President Mitsotakis writes, "Although we take [democracy] for granted in our time... only in ancient Athens and in the United States has democracy lasted as long as two centuries on a continuing basis." He overlooks, as many people do, the oligarchic interludes. However, the point is that this show marks a warm point in US-Greek relations.

There may never have been such an ambitious cultural exchange. At the National Gallery in Athens, the Greeks are able to feast their eyes on *From El Greco to Cézanne*. The 72 masterpieces from the Met and the National Gallery in Washington

include paintings by Veronese, Caravaggio, Vermeer, Goya, Rubens, Rembrandt, Van Dyck, Manet, Gauguin and Degas.

The problem with talk about democracy is that it sends up a flurry of familiar questions. What exactly had the art of Greece's Golden Age to do with democracy? Would such a massive production of cast bronzes and polished marbles have been possible without slave labour? Athenian democracy excluded not just slaves but women, too. Moreover, Pericles could never have boasted about the glory of Athenian art without imperial wealth raked in by a ruthless foreign policy.

An article in *The New York Review of Books* took a scornful view of what it called the historical naïveté underlying this show. As far as the unimpressive catalogue is concerned, this is justified. The introduction by Nicolas Gage (author of the tear-jerking best-seller *Elon*), is positively comic. Victorian sentiment meets New Ageism in gush about Attica's austere landscape where "men reached a level of excellence that has remained an inspiration for mankind, the mind and spirit in equilibrium as never before or since."

But these objects are presented first and foremost as an aesthetic experience, an alluring vision of a Golden Age which produced art of the utmost refinement, strength and grace. We respond to images which seem to speak of a people who valued friendship, family and horses. Sons greet their fathers in the afterlife with a gentlemanly handclasp. The gravestone of a little girl kissing her pet turtle-dove speaks as winningly now as two centuries ago when it was unearthed and taken for an English nobleman's collection. Ktesilaos and Theano gaze at each other with unfathomable gestures, although the temptation is to read it



Marble statue, perhaps of Theseus, 450-425 B.C.

as an image of devoted married love. Meanwhile, scholars continue to wrangle over what exactly was the nature of Greek pederasty. Is it an accident that there is not a single erect image either on view or in the catalogue, nor even a reference to the Greeks' uniquely tolerant attitude towards homosexuality? Perhaps this has something to do with the seal of official approval. What we

now enjoy in the cool daylight of New York, is an unforgettable presentation of those eminently rational, miraculously talented Greeks.

*The Greek Miracle* continues until May 23. *From El Greco to Cézanne*, at the National Gallery in Athens until April 11. Sponsor of both exhibitions is Philip Morris Companies Inc.

### Opera double-bill/Andrew Clements

## Monteverdi and Bluebeard

The ideal opera-house pairing for *Bluebeard's Castle* is surely more Bartók — one of the belated, albeit *The Wooden Prince* (with which *Bluebeard* was coupled at its premiere) or *The Miraculous Mandarin*, which explores similar themes of sexual dependency. For a company like English National Opera, without a resident ballet, the choice becomes more difficult. Schoenberg's monodrama *Erwartung*, instant box-office death, has been tried in the past, and when David Alden's finely disciplined and severe production of *Bluebeard* first appeared at the Coliseum two years ago it followed a billion version of Stravinsky's *Oedipus Rex*.

For the revival *Oedipus* has mercifully been abandoned, replaced by a Monteverdi concoction based upon *The Duke of Mantua* and *Clorinda*, that vivid, unclassifiable theatre piece published in the Eighth Book of Madrigals in 1638. At its performance in Venice 14 years earlier, *Tancredi* and *Clorinda* was prefaced by a group of Monteverdi's songs and madrigals, and the same plan is followed at the Coliseum: five numbers, written in the 1620s and '30s and all sung in Anne Ridler's neat, witty translations, have been integrated into a single dramatic package by Alden and his designer Nigel Lowery.

One wishes the scheme had worked musically or dramatically, for such an undeniably

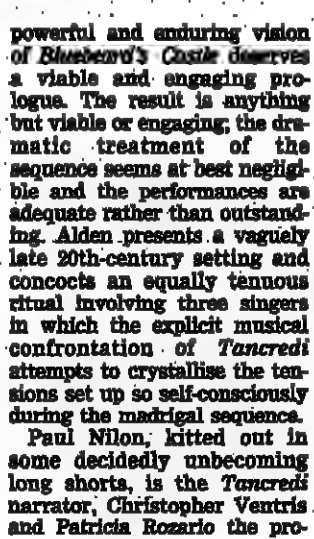
powerful and enduring vision of *Bluebeard's Castle* deserves a viable and engaging production. The result is anything but viable or engaging: the dramatic treatment of the sequence seems at best negligible and the performances are adequate rather than outstanding. Alden presents a vaguely late 20th-century setting and conceals an equally tenuous ritual involving three singers in which the explicit musical confrontation of *Tancredi* attempts to crystallise the tensions set up so self-consciously during the madrigal sequence.

Paul Nilon, litted out in some decidedly unbecoming narrow shorts, is the *Tancredi* narrator, Christopher Ventris and Patricia Rozario the protagonists; Harry Bicket conducts an on-stage ensemble. While all sang and played decently enough, there was little sense of period style or lyrical intensity or any feeling that there was any dramatic, musical or psychological point to be made, only the need to fill 60 minutes before the main business of the evening.

The *Bartók* at least fulfilled expectations. The production remains a triumph, even though Adam Fischer's handling of the score does not have quite the telling intensity and radiance that Mark Elder brought to it first time around. Sally Burgess and Gwynne Howell repeat their roles; both in their different ways have developed and strengthened them. Howell's *Bluebeard* is yet more desperate, more important; brute power is clearly at hand, but it is left within his human shell. Burgess's Judith is obsessively fixed on self-destruction, unable to resist the compulsion to know every thing and so dominate her new husband the more completely. The clarity of their singing is exemplary. There is a new narrator, Imogen Claire, who delivers the spoken prologue rather more archly than her predecessor, but then Alden's tussle handling of the fore-play is the only misallocation of the night.

London Coliseum; further performances until April 7

Paul Nilon in *Tancredi*



### Concert/Richard Fairman

## Festival of Britten with the Nash

This is in no way a great score, not even important; it is difficult to escape the feeling that Britten was actually enjoying himself. The cock-snob parody of famous motifs from Wagner is amusing given the book (the film score to *Excalibur* hit upon the same idea without the laughs) and there is enjoyment, too, in his use of the chamber ensemble. At this point in his career there was no keeping Britten's inventiveness down.

The other Britten piece came

from the end of his life: *Phaedra*, the solo cantata written for Janet Baker, when the composer's energies could not stretch to the opera which was her due. Its intensity, compressing Phaedra's life experience into 15 minutes, was perfectly conceived for the work's creator; less so perhaps for Jean Rigby, although her fine vocal dignity and sense of deep emotion honestly conveyed brought their own rewards.

One problem was the need for clearer words, as earlier in

Shostakovich's *Seven Romances* on poems by Alexander Blok. (The *Barbican* is a difficult venue for intimate works.) Joan Rodgers was the soprano in the Shostakovich, not demanding attention as Vishnevskaya used to, but seducing the listener with more suppliant tones. The music seemed here less hard, less uncompromising than before; it is in any case not the composer's most memorable. As always, the Nash Ensemble deserves praise, both for its playing and the imaginative programming. Trios by Debussy and Ravel, familiar Nash territory, completed a generous evening's music, but how diffuse seemed the Debussy, how uncharacteristically magnificent the Ravel, in comparison.

spontaneous, fantasy, a sense of moment-to-moment re-creation. The 8 minor Sonatas marked a low point, with every small section faithfully spelled out but no intuitive larger trajectory, nor — in the Scherzo or the Finale — anything more than beta-plus brilliance.

Before that, he had fixed properly pungent characters for four of the Mazurkas (at Warsaw he won the special Mazurka Prize), though they came rather near to sounding like French *pasdes*. The most intriguing exhibit in Laforet's programme was his first, the *A-flat Impromptu*, in which he allowed himself a shamelessly wayward *rubato* of the most period-winsome kind, but *knowing* that sounded like the real thing.

### Recital/David Murray

## Marc Laforet

This pianist, Paris-born but "of Russian descent" was Silver Medalist at the 1986 Chopin Competition in Warsaw, when he was 18. The programme for his Wigmore Hall debut on Wednesday was all Chopin, no doubt like a great many of his recital-programmes since Warsaw. On the Wigmore evidence, Laforet is plainly a good Chopinist at heart — but his execution slides too easily now into fulsome routine. A personal moratorium on Chopin for a couple of years might pay inspiring dividends for him.

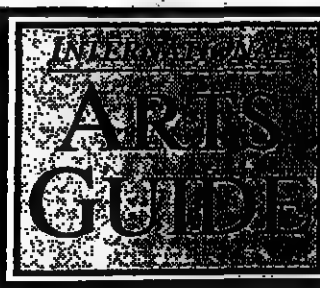
He may not have done himself justice in the Wigmore. His keyboard attack was scaled to a much larger auditorium, though he never pounded, one soon felt starved for some real *pianissimo*, which never came. Every time was plonkily set

out — with affection, certainly, but with a forthright insistence that became tiresome; and often it submerged the ever-fresh delights of Chopin's figuration. So did a heavy hand in the bass, compounded with Laforet's penchant for the sustaining pedal (before long one felt starved for some clean, dry sounds too). In several of the 24 Preludes op. 28, the dense lower resonances swallowed up anything ingenious that he might have been doing in the treble range. Yet his left hand could scamper through the semiquavers of the Prelude in

G without pedal-faints, to bright, springy effect; he wanted much more of that. In the event the marvellous variety of the Preludes was severely shrunken. He did strike a vein of live drama for the very last prelude, but it came too late. If Laforet's actual playing sounded too much of an around muchness, there was no mistaking his sympathetic grasp of Chopin's dramatic structures. He knows very well where their nodes are located; he never failed to signal crucial contrasts and turning points. All that we missed was

spontaneous, fantasy, a sense of moment-to-moment re-creation. The 8 minor Sonatas marked a low point, with every small section faithfully spelled out but no intuitive larger trajectory, nor — in the Scherzo or the Finale — anything more than beta-plus brilliance.

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Alannah Hopkin

At the Abbey Theatre, Dublin

landscapes make up the first two rooms. The exhibition continues into 20th century painting with the works of Futurism, the Cubist-Futurist Russian, American Russian and on through the various transformations that this century's art has seen. But anyone planning a visit would be well advised to wait until the opening of this summer's temporary exhibition — Khara Khot: Treasures of the Buddhist civilisation of the Tangut Kingdom, between China and Tibet (June 25-Oct 31). It comprises 83 Buddhist paintings, sculptures and manuscripts, found at the turn of the century by the Russian Imperial Geographical Society on the silk route in central Asia, and loaned by the Hermitage Museum in St Petersburg. It is the first time that these works will be shown as a group outside the Hermitage.

Villa Favarta is open on Fri, Sat and Sun only from April 2 to June 25, and daily except Mon from June 25 to October 31.

### EXHIBITIONS GUIDE

**AMSTERDAM** Van Gogh Museum Sliker. Ends May 31. French colour etchings from Pissarro to Picasso. Ends April 18. Daily Rijksmuseum Art, Expertise and Trade. Ends May 2. Closed Mon **BARCELONA** Fundació Joan Miro Wilfredo Lam: 60 paintings by the Cuban

artist. Ends March 28. Closed Mon **Museu Picasso** The Three-Cornered Hat: drawings and costumes documenting Picasso's work with Falla, Massine and Diaghilev. Barcelona in 1917-19. Ends April 25. Closed Mon (Carrer Montcada 15-19) **BRUSSELS** Galerie KB Bakelite, Beauty and Form: an exhibition devoted to the vast range of products made in the 1930s-1950s from Bakelite, the first totally synthetic plastic. Ends April 18 (Grand-Place) **Musee d'Art moderne** Art in Belgium since 1980. Ends May 30. Closed Mon (Place Royale) **Musee Royaux d'Art et d'Histoire** Splendour of the Sassanids. Ends April 25. Closed Mon **CHICAGO** Art Institute Magritte: 120 paintings, drawings and sculptures by the Belgian Surrealist. Ends May 30. Surrealist Works on Paper from the Shapiro Collection: 150 drawings by Ernst, Dali and others, plus a selection of late 19th century French prints and drawings. Ends May 16. Also Chagall: Moscow Jewish Theatre Murals. Ends May 10. Daily **COLOGNE** Josef-Haubrich-Kunsthalle Latin American Art of the 20th Century: 350 paintings and sculptures by artists from every country between Mexico and Chile. Ends April 25. Daily **Museum Ludwig** Picasso: 180 works from the Ludwig Collection. Ends May 16. Closed

**Mon** **DUSSELDORF** Kunstsammlung Nordrhein-Westfalen Pierre Bonnard: 64 paintings, 26 lithographs and a selection of photographs, examining the pivotal role of Bonnard in the art of the 20th century, the role of nature and observation in his work, and the use of traditional themes such as landscape, self-portrait, the nude and the still-life. Ends April 12. Closed Mon **GENEVA** Centre d'Art contemporain Allan McCollum: 2400 screens from his Drawings series. Ends Sep 12. Pieter Laurens Mol: drawings and photographs by the Dutch artist. Ends May 16 **Musee d'Art et d'Histoire** Egyptian Blue: glazed earthenware from ancient Egypt. Ends Sep 18. Closed Mon **Paris** Palais Friedrich Kari Gotsch (1900-84): retrospective of the expressionist painter. Ends May 31. Closed Mon **LONDON** Royal Academy of Arts Georges Rouault: the early years 1903-20. Ends June 6. Also The Great Age of British Watercolours 1750-1850. Ends April 11. Daily Tate Gallery Robert Rynan (1930): 80 canvases and other works by the American Minimalist noted for his white paintings. Ends April 25. Daily **Barbican** The Sixties: an exhibition covering all forms of art from an explosive era, including psychedelia, kinetic art, junk art. Ends June 13. Daily **LOS ANGELES**

**County Museum of Art** The William S Paley Collection: 84 mainly intimate-scale early modern paintings acquired by the late founder of CBS. Ends May 16. Also The Maurice Wertheim Collection: 42 representational works by artists including Degas, Monet, Renoir, van Gogh, Matisse and Gauguin. Ends April 25 **LUGANO** Villa Malpensata Francis Bacon: four large and seven small triptychs and 50 other works by the British artist who died last year. The exhibition offers the first museum showing of Study from the Human Body (1961). Bacon's last completed painting, and includes the nearly complete reconstruction of his only polychrome, Study for a Pope I-VI (1961), as well as many early and rarely-seen works. Ends May 30 **NANCY** **Musee des Beaux-Arts** Art in Lorraine 1832-1950. Ends April 18. Closed Tues **HANTES** **Musee des Beaux-Arts** The Russian Avant-Garde 1905-24. Ends April 18. Closed Tues **NEW YORK** Museum of Modern Art The Drawings of Joseph Beuys (1921-66): retrospective of the German artist whose radical ideas and art forms have never had much appeal for American taste. The exhibition brings together 200 works, including an installation of 100 blackboards. Ends May 4. Closed Wed, **Guggenheim Museum** Osmosis:

Ettore Spalletti's free-standing forms reminiscent of Minimalist sculpture, contrasted with Haim Steinbach's assemblages of everyday objects. Ends May 9. Photography in Contemporary German Art. Ends May 9. The main museum is closed on Thurs, the SoHo site on Tues **Metropolitan Museum of Art** The Greek Miracle: classical sculpture from 5th century B.C. Ends May 23. Also Honoré Daumier: 100 works by the 19th century French cartoonist and painter. Ends May 2. Imperial Painting of the Ming Dynasty: 100 works, mostly on silk, from the Zhe School. Ends May 9. Closed Mon **Whitney Museum of American Art** 1993 Biennial, including latest work by Robert Gober, Cindy Sherman and many others. Ends June 13. Closed Mon **PARIS** Centre Georges Pompidou Matisse 1904-17. Ends June 21. Closed Tues **Grand Palais** The Century of Titian. Ends June 14. Also Amenophis III: 150 exhibits from exquisite statuettes in ivory to two giant sphinxes bear witness to the refinement and mystery of Egyptian art at its zenith during the long and serene reign of the Sun King. Ends May 31. Closed Tues, late opening Wed (ave du General Eisenhower) **Musee d'Orsay** 1893: The Europe of Painters. Ends May 23. Closed Mon, late opening Thurs (qual Anatole France) **Louvre** French 17th Century Drawings. Ends April 26

(Pavillon de Flore). Veronese's *The Marriage at Cana*. Ends March 29 (Salle des Fêtes). French Painting and Graphic Art of 18th and 19th Centuries (Cour Carrée 2nd floor). Closed Tues **ROME** Palazzo Venezia Rome under Sixtus V: the third of a series of exhibitions celebrating the fourth centenary of the death of the Pope who during his short reign (1585-90) did more than any other to turn Rome into the first modern city of Europe. Ends April 30. Closed Mon **KUNSTHALE** Cezanne: 100 paintings from worldwide collections. Ends May 2. Closed Mon **WASHINGTON** National Gallery of Art William Harnett: 48 works by the American still-life painter who died 100 years ago. Ends June 13. Also Drawings from the O'Neal Collection: 58 old master and modern drawings from the 18th to 20th centuries. Ends Aug 15. Daily **Phillips Collection** Georgia O'Keeffe and Alfred Stieglitz: a conversation in paintings and photographs 1918-30. Ends April 4. Daily **Textile Museum** Saitillo Sarapes: 42 woven wearing blankets from the 18th and 19th centuries. Ends Aug 6. Daily **ZURICH** Kunsthause From the Treasures of Eurasia: 170 antiquities from 15 museums in Russia and Ukraine. Ends May 2. Closed Mon



German businessmen are in the grip of panic, says Mr Hilmar Kopper, chief executive of Deutsche Bank.

This, says Mr Kopper, sitting in his eyrie at the top of one of the bank's frosty-blue twin skyscrapers in the heart of Frankfurt, is a typically overdone reaction.

"When something like this starts to happen - when the downturn begins to hurt - we Germans suffer from some specially Teutonic symptoms. We tend to panic, to get hysterical. But it isn't as bad as that."

"It's difficult out there, but I know we'll solve it. I'm sure that the mood is already changing."

Mr Kopper, appointed chief executive of Germany's biggest bank just over three years ago, says it is not surprising that Germans have become morose about the economy. He believes it is labouring under a triple burden.

First, industry is suffering from a cyclical downturn - delayed by two years of rapid expansion fuelled by reunification. Deutsche Bank forecasts that western German gross domestic product is likely to fall by between 1.5 and 2 per cent this year.

"The downturn came about so quickly (in the autumn of last year), and the problem was made that much bigger in September because of the currency market turmoil, which, via the appreciation of the D-Mark, built another burden for German industry," he says.

Second, there are renewed concerns about *Standardi Deutschland* - Germany as a place to do business. "This has resurfaced in a vigorous way, after being submerged for a while under post-reunification euphoria," Mr Kopper says. "It involves everything - taxes, ecology, innovation policy, wage costs."

Third, Germany is facing structural change - a need to reshape several important industries. This challenge has become more pressing as a result of the increased competition arising from the creation of a single European market and from the penetration of low-cost imports from eastern Europe.

This is especially true, Kopper argues, in the steel sector where, along with the UK, "Germany is the only country in the EC to be facing a single market very much on its own, without state subsidies."

Solving all these problems at the same time will not be easy, Mr Kopper concedes. Economic recovery will involve unpalatable

## Sanguine view from the top

The head of Deutsche Bank talks to David Waller



Hilmar Kopper: 'It's difficult out there, but I know we'll solve it'

able measures, including substantial job cuts across a broad swathe of industry.

"But there is a growing awareness that something has to be done, even among union members," he says. "The problems will be solved, because they have to be solved. There is no way round it. And it may do us some good. It will stop us from making similar mistakes in the east of our country, from indulging in what I call 'monument protection' - support for smokestack industries."

"Success with restructuring in the west may give us an opportunity to rethink some of the strategies developed by politicians for some of the industries in the new *Bundesländer*. We should seize the chance to use all the money - currently intended to protect industrial dinosaurs - to develop new industries for the future."

He believes that the country's politicians have made a significant contribution to restoring confidence within Germany by successfully negotiating a solidarity pact with unions and employers. This accord, concluded last week, includes limits for wage increases, government spending and financial support for eastern Germany. It is

appoint and oversee company management.

These investment holdings and management relationships are complemented by Deutsche Bank's financial strength. Its profits, which will be announced later this month, are expected to be about DM5.65bn (£2.4bn) - larger than the combined profits of the three next largest German banks.

Critics say that such strength gives Deutsche Bank an excessive influence in German industry and its current restructuring.

But Mr Kopper rejects such views. "We take our part in finding and implementing industrial solutions and in making these solutions work. It is not our aim to make industrial policy," he insists. "That's what industry must do for itself."

He cites the case of Klöckner Werke, the steel group which last December became the largest German company in more than a decade to file for protection from its creditors. Deutsche Bank, its largest creditor and "house bank", devised the financial aspects of the company's survival plan. But Mr Kopper insisted that the "managers must set the plan in motion themselves".

An even more significant corporate relationship is with Daimler-Benz, the country's biggest industrial group. The company's core automobile business is suffering a sharp downturn and - in the minds of industry analysts at least - there are serious questions over the strategy of Mr Eberhard Reuter, the chief executive who is seeking to build a broadly diversified "technology" conglomerate.

Mr Kopper says Deutsche Bank is not concerned with the details of the current restructuring at Daimler, which involves sharp job cuts and a change in strategy for Mercedes-Benz - the group's main profit source. "We've had the Daimler stake for over 60 years and it's not our view to buy today and sell tomorrow," he says. "That's why we can take such a hands-off approach. Daimler is like a fund managing assets for us, of which we own a certain part. As the largest shareholder, we like to select the fund manager."

"As long as we're happy with what we see there, we'll stay out," he says.

Is he happy? "I am happy," Kopper grows. "If I weren't, I wouldn't be non-executive chairman. And Eberhard Reuter would not be chief executive."

## Joe Rogaly

# A snail on Mogadon



The Labour party is whingeing and wailing fit to wake the dead. If it is not careful it will debase the voters. "We wuz robbed", the party yells. Its leader, Mr John Smith, has taken to observing, with understandable scerbity, that the Conservatives deceived the electorate last year. Goodness me. "I do not know how the right honourable gentleman can sit there as prime minister of a government who are capable of deceit on such a scale," charged Mr Smith in the Commons on Tuesday, starting straight across the despatch box at Mr John Major.

He had a point. The Conservatives fought the 1992 campaign on the basis of a tax-reducing Budget and many assurances that taxation would not have to be increased. In his reply to the Budget speech, the shadow chancellor, Mr Gordon Brown, took full advantage of his opportunity. "There will be tax rises now, tax rises later, and tax rises two years later," he crowed on Wednesday. That is a... triple Conservative tax whammy. It was Mr Brown at his best. Yesterday, Mr Smith put it to the prime minister that, following Tuesday's Budget, the typical British family would pay £442 a year more from April 1994 and £560 from April 1995. Mr Major did not leap to deny that arithmetic. He dodged it.

Labour is right to protest. Most of us remember the April election very well. There are two possible explanations for the message of the Conservative campaign, which might be summed up as "read my lips - no new taxes". One is that it was based on a strategy of deliberate deception. Heaven

forfend. Deceive? Such honourable gentlemen? Surely not.

A more charitable interpretation is that the prime minister and the chancellor were so witless that they allowed themselves to be fooled, as I was from time to time, into believing Treasury assurances that the end of the recession would become apparent during 1992. They were therefore free to assure the cameras that no tax increases were "planned" or "needed", without going into tedious explanations of the use of those code words, so familiar to political practitioners. What they actually mean is: "No increases planned this afternoon. None needed this evening. Tomorrow may be different."

The chancellor, Mr Norman Lamont, professes a third interpretation. He says that the imposition of value added tax on domestic fuel and power, and the higher rates of taxation on petrol and cars, are all part of a package designed to meet Britain's commitment to reduce CO<sub>2</sub> emissions, made at Rio last June. That was three months after the election. Those of us who take our environmentalism seriously are perhaps too easily softened up by such arguments. Harder heads will wonder whether Mr Lamont was merely looking for the VAT increase that would be easiest to camouflage with pious excuses.

It is the task of the opposition to insist on a recollection of "Tory promises betrayed" in the folk-memory. Yet not all voters will be overly impressed. They are aware that during election campaigns politicians regard "truth" as a quaint conceit. Who can recall a British contest that was not an auction of false promises of cost-free benefits for all?

Consider. Sir Anthony Eden bought the May 1955 election for the Conservatives by knocking 5 old pence (2½p) in the pound off income tax and abolishing purchase tax, the precursor of VAT, for certain goods. He and his chancellor, Mr R A Butler, knew this was irresponsible, but they sedated their consciences with a bowl of soothing Treasury advice, prepared by time-serving officials. The strategy was effective. The Tories won. Within a month sterling was under pressure. Messrs Eden and Butler, purveyors of political veracity, did not blink. They presented an October Budget, taking

back in indirect taxation what they had given away in direct tax relief in April.

In 1959 the then Mr Harold Macmillan achieved a dubious victory by hiring Ingolf Prentiss & Vargach to write the equivalent of *Satchel & Satchel*, to advertise the Conservatives as the party of prosperity. The Tories won. Within a year the pre-election inflationary "go" was followed by a post-election deflationary "stop". The voters had been suckered once again.

Although the Conservatives are champion practitioners of electoral deceit, they do not command a monopoly of the methodology. The 1986 election was preceded by a copious outpouring of spending promises and plenty of smart footwork by the Labour prime minister, the then Mr Harold Wilson. His government assured the electorate that no increase in tax would be required. Labour

won. Almost immediately afterwards, the second Wilson administration introduced special employment tax. The following year the Labour chancellor, now Lord Callaghan, was obliged by the International Monetary Fund to devalue, and devalue. He had the grace to resign.

All of this is most reprehensible, but it is a fact of political life. Mr Bill Clinton became president because he recognised that in contemporary two-party democracies, the governing party will always bluff. The task of the opposition is to double-bluff. That is so obvious that the British Labour party is beginning to absorb the lesson. The danger is that it will absorb it too well.

Nothing would be more fatal to the opposition's chances of returning to government than a strategy based on the myth that the sole explanation for the Conservatives' victory last April is that they pulled the wool over our eyes. That may - must - have had something to do with it, but the true reason for the defeat of Labour is that more than 65 per cent of the electorate did not want the party then led by Mr Neil Kinnock to rule the country.

Mr Smith's task, which he is undertaking at the pace of a snail on Mogadon, is to refresh his party into one that voters actually want. He and his colleagues have made a tentative start. They have jettisoned some of the policies rejected last year, adopted a new line on constitutional reform, and reduced the power of the trade unions over their affairs. More is coming. Meanwhile they should hesitate before expending excess energy on protestations against Tory deception. They cannot afford to be distracted for too long from their real task, which is to create an electable opposition.

Joe Rogaly

## The task of the opposition is to double-bluff. Even the British Labour party is beginning to absorb the lesson

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please see fax for finest resolution

## Budget: impressive conjuring trick and real PEP picture

From Mr F B Hayes.

Sir, Norman Lamont must be congratulated on the skill with which he has increased the effective burden of tax on corporate dividends while presenting his proposals as a possible "solution" to the problems of Advance Corporation Tax for the Confederation of British Industry and others have lobbied hard and long.

His two proposals are: (a) to reduce the rate of ACT from 25 per cent to 22.5 per cent from April 5 1993 and 20 per cent from April 5 1994; and (b) to introduce a scheme for "foreign income dividends" (FID) whereby dividends can be paid effectively without ACT if they are paid out of foreign income on which no UK corporation tax is paid.

These proposals are described as giving the corporate sector a cash flow benefit of £2bn, reducing the surplus ACT problem by £300m and at the same time raising revenue from 1995-96 onwards by £1bn. It would be good news indeed if such benefits arise.

A closer examination, however, reveals that it is not that easy. By reducing the rate of ACT which can be recovered from the company's own liability to corporation tax this stroke of the pen reduces the gross income of the shareholders and, if the shareholders insist on their income being restored by payment of higher dividends, the £2bn of cash flow benefits will disappear and reappear as a £1bn cost.

Commonsense would seem to indicate that the market will downgrade companies which do not make up the difference. Much the same point can be made about the FID proposal. A company paying an FID can claim back the ACT paid on the FID but the recipient shareholder will get no credit. The pension and other exempt funds which dominate the market can now recover this credit. They will not appreciate companies which pay FIDs unless additional dividends are paid to make up the lost credit. In this event the benefits of paying FIDs disappear.

These are impressive conjuring tricks. The truth is that by reducing the rate of ACT by 5 per cent the chancellor has

increased the tax on shareholders and their companies by the same amount. He has reduced the amount of the company's tax liability that can be used as a credit by the shareholders. It is all done by mirrors.

F B Hayes, Coopers & Lybrand, 1 Embankment Place, London WC2N 6NN

From Mr Philip Warland.

Sir, The article on the effect of the changes in Advance Corporation Tax on PEPs is misleading, especially with regard to unit trust PEPs ("ACT changes may hit PEP sales", March 18).

The changes will not "make PEPs particularly unattractive to basic-rate taxpayers". If nothing else changes, the yield on a PEP might fall from 6 per cent to 4.89 per cent. That yield would still remain competitive with building society rates and is received gross by any taxpayer.

To suggest that these hypothetical changes at the margin will suddenly mean that PEP changes will neutralise the benefits of PEPs is wrong, certainly so far as unit trust PEPs are concerned. The yield on unit trust PEPs is quoted after charges.

More importantly, the article is wholly hypothetical. We do not know how companies will react; we do not know how fund managers will react. As Lex pointed out, companies may come under pressure to increase dividend payments; fund managers may switch into higher-yielding shares, such as utilities; PEP managers may increase the weight of bonds in the portfolio.

Any of these changes would undermine the premises of the article. Indeed, they could increase the yield of PEPs.

Investors should continue to consider unit trust PEPs whenever they are concerned with long-term saving. Indeed, for higher-rate taxpayers the advantages of PEPs have been enhanced. They should ignore the worst-case forecasts and watch the reaction in the real world.

Philip Warland, director-general, Unit Trust Association, 65 Kingsway, London WC2

## When six can equal eight

From Mr Julian E Smith.

Sir, Supporters of proportional representation may be interested to learn that, in the recent German local elections in Hesse, the Republican Party

## Talisman the ideal basis for SE's Taurus mark II

From Mr Charles Abrams.

Sir, The Bank of England's immediate response to the sudden demise of Taurus illustrates clearly how important it is to the City that a computerised settlement system is developed. The recent articles by Richard Waters clearly explain both the development and the ultimate failure of Taurus. However, it must not be forgotten that the London stock exchange already has in place a very effective and efficient computerised settlement system, Talisman, which provides for settlement by market participants without the use of share certificates. I would urge that Taurus mark II should be developed as a Talisman writ large.

The Talisman system involves the use of a stock exchange nominee company, Sepon, as a custodian for market participants and also indirectly for investors while their shares are in the course of settlement. Sepon should become a central depository for all investors (holding shares long term rather than just while bargains are being settled) and the London stock exchange should extend its book entry transfer system to cover all investors. This is not in conceptual terms a significant development and, indeed, would be similar to what the London stock exchange originally proposed.

In particular, under the system I recommend should be adopted: (1) investors would no longer themselves be on the company's register; instead, the only shareholder on the register would be Sepon itself. This would actually be more efficient than having the multitude of registered shareholders proposed by Taurus; (2) professional registrars would in turn have their own accounts in Sepon (keeping their own computerised records of investors) and could still provide their services on behalf of the company to the majority of investors. However, market participants, institutions, and stockbrokers or their nominee companies could have their own Sepon accounts; (3) the ordinary investor holding through the registrar could still vote and receive dividends himself (subject to appropriate verification); (4) the legal framework would be made simpler by the use of a single central depository; (5) the company should be able to obtain from Sepon account holders the identity of its "shareholders"; and (6) probably, the government should make participation in Taurus compulsory for all listed companies and not depend on persuasion.

The know-how and skills used in developing Taurus, and, indeed, Talisman could surely be applied to implement this suggested new system very quickly.

Charles Abrams, S J Berwin & Co, 222 Gray's Inn Road, London WC1X 8BB

## Allegation contradicts reality

From Mr Boris N Malakhov.

Sir, I would like to make a few comments with regard to Mr Iwanciw's letter (March 8) commenting on your editorial, "Russia's backyard" (March 2). The letter proved once again that lack of information or deliberate ignoring of facts is the fertile soil for unfounded accusation. When published they can seriously mislead readers.

The allegation that Russia is "illegally dismembering Moldova" contradicts not only the reality but the Financial Times editorial which was applauded by Mr Iwanciw. It said that Russian troops "are keeping fragile peace in Moldova". The FT editorial also correctly stated that "Russia undoubtedly has an overriding interest in preventing the spread of conflict to its south and west". Moreover, it is interested in ending all armed conflicts on the territory of the former USSR. At the request of some governments of new independent states Russia took the burden of peace-keeping

operations. By calling for a United Nations mandate we do not seek any rights to intervene or any other special powers. We just believe that the expenses of these peace-keeping efforts ought to be shared as is the case in other regional conflicts where the UN is involved.

As to the human rights of the Russian-speaking population in some former Soviet republics I would say that this is not as big an issue in Russian-Ukrainian relations as it is in our relations with Estonia and Latvia. And it is up to 9m Ukrainians to create schools in their language in Russia. There are no legal or any other obstacles to this.

We are interested in positive discussions and solutions of problems when they arise, not in propaganda. Those days are gone.

Boris N Malakhov, press-counsellor, Embassy of the Russian Federation, 13 Kensington Palace Gardens, London W8 4QX

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## FINANCIAL TIMES

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Friday March 19 1993

## Bundebank's slow tease

DOUBTLESS, many reservations were expressed at yesterday's Bundebank council meeting about the adequacy of last week's Solidarity Pact. But the bank had no reason to puncture the bubble of optimism that last weekend's agreement has inflated around Germany's politicians. Hence, it duly obliged with a half point cut in the discount rate.

This latest rate cut does not, in fact, signal a change in policy. The Bundebank, by regularly dropping the discount rate floor and then allowing its money market rates to catch up, has permitted short-term interest rates to fall by 2 percentage points since September. Long-term rates have fallen too. Yesterday's move suggests that the process will continue at a similar pace.

This modest easing reflects the modest pace at which Germany's current economic imbalances are righting themselves. Wage settlements in west Germany show signs of moderating but inflation remains stuck above 4 per cent. The Bundebank's broad money aggregate contracted in February relative to its bloated fourth quarter base but is still rising at more than 7 per cent on an annual basis. The solidarity pact's tax increases and spending cuts bring some predictability to fiscal policy, but confirm that Germany's fiscal day of reckoning has only been postponed.

German industry will argue that the Bundebank could now ease policy a little faster, given the fall in inflationary expectations and

the medium-term need for a sizeable D-Mark depreciation against the dollar. But there can be no doubt that the bank's recent performance has been exemplary. It appears to have contained post-unification excesses without letting inflation rise above 4½ per cent, while the German economy has still managed to grow by an average 2½ per cent a year since the beginning of 1989.

For France, by contrast, Germany's monetary relaxation began a year too late and looks set to proceed too slowly. Germany's economic satellites, Belgium, Denmark and the Netherlands – used yesterday's rate cut to obtain further monetary relief. But the German reduction failed to ease the pressure on the French franc. The differential between German and French short-term rates has now widened from near parity last summer to 3½ percentage points, as market fears of a post-election franc devaluation have grown.

The French authorities may well resist a devaluation, given the fundamentally sound state of the French economy, but the costs will continue to be high.

Meanwhile, as if to rub salt into French wounds, sterling rallied yesterday against the D-Mark, despite the considerably more feeble state of the UK economy. The British government should now be able to follow Tuesday's tax-raising budget with a cut in interest rates to aid recovery. To the grumbling of Parisian tech, chain, and Norman Lamont should take his chances while he can.

## OFT on target

IN HIS report to the Chancellor on the marketing and sale of investment-linked insurance products, Sir Bryan Carsberg, the director-general of fair trading, remarks that "competition can take place most effectively when investors have access to information of the right type and extent, at the right time, and in an understandable form". It is a measure of the failure of practitioner-based regulation in the retail investment market that it should still be necessary to make such a self-evidently sensible declaration so long after the introduction of the 1986 Financial Services Act.

This report, together with a wider-ranging review of the life assurance industry carried out under the 1973 Fair Trading Act, provides a welcome and authoritative statement of good practice in an area where bad practice has been all too common. Under his limited remit to comment on the existing rule books of the industry watchdogs, the Securities and Investments Board (SIB) and Lantro, Sir Bryan chooses good targets, ranging from inadequate disclosure of surrender values on endowment policies to the absurd practice of projecting returns on the basis of industry-wide costs instead of individual life office costs. He is pungent on the failure to reflect differing distribution expenses in prices, and rightly critical of flabby disclosure requirements for independent financial advisers.

In his wider report, the director-general is free to move closer to

the heart of the matter by addressing the absence of transparency in charges and surrender values. Lack of disclosure has long prevented investors from comparing the insurance industry's policies with a straightforward investment in equities, gilts or the building society. Sir Bryan helpfully provides an illustrative disclosure statement for a 25-year with-profit endowment policy to show how it could be done. It is a form of help that too many insurers would rather be without.

The OFT's conclusions will no doubt strengthen the hand of the SIB in dealing with its recalcitrant charges. The Treasury should also give the OFT's price-wagon a well-deserved push. But whether the insurers can be persuaded to go along with it is another matter. Many in the industry appear incapable of recognising that the widespread sale of poor products to the wrong people under the cloak of inadequate disclosure is undermining public confidence.

The public has no obligation to keep in business an industry that is afraid to reveal the nature of the products it so vigorously peddles. Investors deserve better protection from regulators who have sought consensus at the expense of the consumer interest. The OFT has provided a sound blueprint for a set of rules that would genuinely serve the public interest. If the industry rejects it, the government should recognise that practitioner-based regulation has failed in this area and opt for a tougher, more independent watchdog.

## Indirect taxation

TUESDAY'S BUDGET showed that the government remains committed to two central elements of Mrs Thatcher's fiscal reforms. One is the aim of reducing the basic rate of income tax from 25 to 20 per cent by extending the 20 per cent band. The other is to continue shifting personal taxation from direct to indirect taxes, principally Value Added Tax. The storm over the extension of VAT to domestic fuel could, however, impede this, unless the government adequately recognises that low income households need additional help during such a transfer.

Even in this most difficult of budgets, the chancellor has advanced the Conservative election manifesto aim of extending the width of the 20 per cent lower rate band. It will increase by £500 this year to £2,500, and by a further £500 next year. At this rate, it will be well into the next century before the 25 per cent rate entirely disappears. But the government is clearly determined to advance its manifesto aim year on year.

The cost of these small extensions in the lower rate band is high – almost £1bn for the full £1,000 promised. This is more than covered by the restriction to 20 per cent of the relief on mortgage interest, the married couple's allowance and company dividends. However, the complete elimination of the 25 per cent band would require much larger sums.

Some of the money might be found from further cuts in public expenditure. But the government's best bet would be a further shift to

indirect taxation by widening the base for VAT. The imposition of VAT on domestic fuel will raise £2.3bn when fully implemented. Another £5bn could be raised by introducing VAT at 8 per cent on goods and services currently zero-rated, other than new building.

There is justification for shifting from direct taxes to indirect taxes, which are easier to collect and harder to avoid. Such a shift may improve incentives, and can help reduce the poverty trap. And the difference between standard-rated items and those which are zero-rated is arguably so wide as to distort choices.

However, any move to tax zero-rated goods reduces the progressivity of the VAT system. Low-income households spend a higher proportion of their resources on zero-rated goods such as food, public transport fares and domestic fuel. Those which depend on social security benefits will not benefit from tax cuts, unlike the better-off.

For a switch to indirect taxation to be politically acceptable, steps must be taken to ensure that such households are not left worse off than before. Uprating benefits in line with the retail price index is insufficient, since the RPI does not reflect the importance of zero-rated items to low-income households. Each time the VAT net is widened in this way, a once-for-all additional increase is needed to social security benefits that reflects the extra costs imposed on those who depend upon them.



ASSEMBLÉE  
NATIONALE

Within the next 10 days France will move from weak government to divided government, an unsettling prospect for those inside and outside the country.

There are only two certainties. One is that shortly after the second round of voting for the National Assembly on March 28 – the first round, eliminating weaker candidates, takes place on Sunday – France will have a conservative prime minister and government.

What little movement there was in opinion polls during the campaign involved the Greens first gaining, and then falling back, in relation to the enfeebled ruling Socialists. The combined vote of the Gaullist RPR and the centre-right UDF – fighting under the joint banner of the Union pour la France – has not wavered much from the 40 per cent mark. Given the majority voting system, and the diversity of its opponents, the UDF seems sure to get a large majority of seats.

The other certainty is that, short of cutting off his gas and electricity, the new conservative government will be unable to get President François Mitterrand out of the Elysée. There had been opposition talk that he would have to respect the will of the people by packing his bags or calling an early presidential election if the opposition wins a landslide victory. Mr Mitterrand has made clear that he regards that as constitutional hogwash.

Provided his health does not deteriorate further, Mr Mitterrand will stay until his seven-year term runs out in May 1995. So France is embarking on up to two years of cohabitation, a term that has for stormier connotations for French politicians than it does for unmarried couples. The conservatives' first cohabitation (1986-88) with Mr Mitterrand left lasting bitterness with Mr Jacques Chirac, the RPR leader, who felt his spell as prime minister destroyed his 1988 bid for the presidency. This time round "nothing and no one will stop us from carrying out our policies", Mr Chirac recently warned.

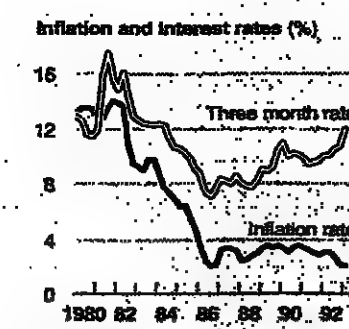
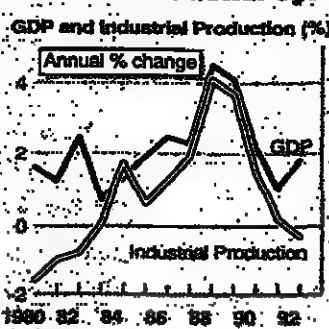
Mr Chirac regards holding the premiership as a poisoned chalice. But he has recently sounded unsure about whether he might not put it to his lips. If Mr Mitterrand offered it to him. His rival on the right for the presidency in 1995, ex-president Valéry Giscard d'Estaing, who leads the UDF, has similar reservations and hesitations.

But few opposition leaders can be ruled in, or ruled out, for the top government job. It is in Mr Mitterrand's gift and, savouring this power, the president has given no hint of how he might bestow it, except that it would not be on some-

France's next conservative government is unlikely to dislodge President Mitterrand, says David Buchan

## Living together, but no love lost

French elections: eyes on the prize



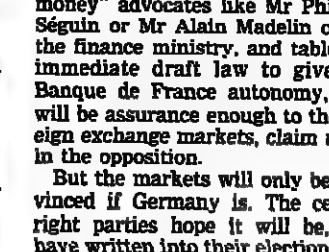
François Mitterrand  
French president



Edouard Balladur  
Prime minister



Jacques Chirac  
RPR leader



Valéry Giscard d'Estaing  
Former president and UDF leader

one hostile to the European Community. In practice, the president will not be able to ignore the leader of the party with the most seats. So, the not-always-so-friendly rivalry between the RPR and the UDF to get the edge on the other will be important.

The election will also determine the shape of the future opposition. The worse the Socialist party does, the more pliable it may be for Mr Michel Rocard, the most likely Socialist presidential challenger in 1995, to recast in his mould. His call for a "big bang" reorganisation of the French centre-left was broadly welcomed within the Socialist party. But Mr Rocard's tactlessness this week in bad-mouthing President Mitterrand as someone with whom the French people had "personal scores to settle" left many Socialists thinking that the only bang was the sound of a bullet entering Mr Rocard's foot.

The overwhelming focus in 10 days will be on the new government, and its attention will be fixed on the economy. Up to yesterday's

half-point cut in the Bundebank discount rate, a frequent description of the French economy's current state has been *atomie* (lifelessness). National output fell by 0.5 per cent in the last quarter of last year, but has since levelled out, although some sectors such as cars are still seeing a drop in sales. The rate of job losses slowed in January, albeit with unemployment at a painful 10.5 per cent of the workforce. Most French forecasters predict little expansion in the first half of this year and only 0.5-0.7 per cent growth in gross domestic product for the whole year.

France, however, is well-placed to grow. Its inflation rate is about 2 per cent. Its trade balance will deteriorate this year (because of neighbouring countries' devaluations), but from a handsome FF30bn (£2.5bn) surplus last year. And the finances of its households and companies are sound. Banque Indosuez projects that the savings rate will rise from 12.3 per cent last year to 12.9 per cent this year. The Caisse des Dépôts, the state savings bank,

calculates that company profits rose 10.6 per cent last year and productivity increased 3 per cent, as managers cut investment and staff.

Banking on the economy's relative health, France's likely new government – whatever their campaign rhetoric of fiscal conservatism – are not going to let themselves be too constrained by the relative sickness of state finances in going for growth. Mr Alain Juppé, secretary-general of the RPR party and budget minister in 1986-88, said as much earlier this month. "You will find that dynamism, audacity, risk-taking will be the thrust of the future government in economic policy," he said.

The bill for the opposition programme of tax breaks for the construction sector, cuts in indirect and direct taxes, and a switch of welfare charges from company payrolls to the state budget will come to an extra FF110bn over three years, calculates Mr Juppé. More than covering this bill, he claimed, will be public spending cuts, privatisation proceeds and smaller dol-

payments/higher tax revenue stemming from economic expansion. The opposition wants to prove the forecasters pessimists. It does not want to spend the whole of 1993 clawing back the output drop in the last part of 1992. It has seen what poor political reward Prime Minister Pierre Bérégovoy has had for trying to be fiscally orthodox; even in that, he has failed, because last year's FF230bn budget deficit rose above 3 per cent of GDP and may hit FF300bn this year. Most important, France's rival conservative leaders – Mr Chirac and Mr Giscard d'Estaing – now begin another election campaign, to displace Mr Mitterrand in 1995.

The new government's principal constraint will be its desire to keep the franc locked to the D-Mark as it tries to follow German interest rates downwards. Here, the centre-right parties seem to think words will largely suffice. As long as the new prime minister issues a resounding declaration in favour of the *franc fort*, keeps any of the RPR/UDF "soft money" advocates like Mr Philippe Séguin or Mr Alain Madelin out of the finance ministry, and tables an immediate draft law to give the Banque de France autonomy, that will be assurance enough to the foreign exchange markets, claim many in the opposition.

But the markets will only be convinced if Germany is. The centre-right parties hope it will be, and have written into their election platform the need for a "new initiative" with Germany on monetary policy. Their difficulty is that they will also be asking Bonn to join Paris in a more protectionist trade policy.

Mr Klaus Kinkel, the German foreign minister, has struck fear into France's conservatives by expressing impatience with French protectionism in the General Agreement on Tariffs and Trade. Yet Mr Chirac has not only been denouncing the Gatt negotiations, but also threatening to renege on last summer's reform of EC farm policy. Quite why the RPR leader should risk an EC bust-up on this, when most farmers vote RPR anyway, can only be explained in terms of the 1995 presidential contest.

Seeing this coming, it would not be surprising if President Mitterrand were to want a cool head at the top of his government, like Mr Edouard Balladur. This RPR ex-finance minister is the prime ministerial candidate whom most RPR and UDF voters can agree on. For precisely that reason, nominating him to the Hotel Matignon would deny Mr Mitterrand the pleasure of making mischief. But Mr Balladur is calm and polite – qualities which may soon be in shorter supply in French politics than usual.

## Hitting a high note at the opera



PERSONAL  
VIEW

If the Royal Opera House were a publicly quoted company, its share price at the end of this financial year would be riding high. The chairman, reporting the results, would point to outstanding artistic achievement, and, at a time when others are in difficulties, to a useful surplus on the current account, after provision for exceptional items: to debt reduced and gearing improved. No cause for complacency, but the company is very much on the right course, with prospects fair.

The financial press might hail this as a turnaround. They would be right. Last summer the Arts Council committee, headed by Lady Warnock, which carried out an appraisal of the Royal Opera House, and in retrospect it can be seen, intemperately, criticised its management. It spoke of a development crisis, a financial crisis, a management crisis. Unattributed, leaked, and, incidentally, sexist, comment put it more brutally; we

could not run a girls' choir.

The Warnock committee urged that our development scheme be shelved; it saw no cause for concern in the level of prices we charge; it made no comment on artistic standards achieved, except to recommend a narrowing of ambition. To all this we took exception. But it is, nevertheless, always salutary to see ourselves as others see us". Warnock, insisting that all planning be governed by financial realities, conveyed a useful warning in a deepening recession. The results of the 1990-91 financial year, in which we did better than break even, selling 88 per cent of the financial capacity of the Opera House, were perhaps untypical and would not in any case easily be repeated.

In fact, ROH itself had foreseen the danger. Early in 1992 the board commissioned accountants Price Waterhouse to conduct a study of our cost efficiency and working practices. That pointed to possible economies. In the autumn, we tightened our belts, and re-doubled our efforts. Extra performances, on a stage already working full out, were crammed into the schedule, and

Management structures and communications have been strengthened. Employees, generously and responsibly, have acquiesced in a wage freeze. Economies, within strict cash limits, were imposed. It hurt, but it worked. We and the year wreathed in artistic laurels – for opera a clean sweep of nominations, eight out of eight, for the Olivier Awards – and with a

**The subsidy is now 27 per cent of income, a lesser proportion than any other UK company**

surplus. The accumulated deficit is thereby reduced. We can look our bank manager in the eye.

It would be foolish not to concede that Warnock concentrated the mind wonderfully. We shall be stronger for acting on its criticism. But if this year's results are owed to incompetent management, then I can think of institutions which could do with a dose of the same.

Opera and ballet we know are expensive: the forces deployed, dancers, chorus, orchestra, make them so. But they are not elitist art forms. Their followers are numbered in millions; broadcasts on radio and on television carry the work of our three companies into millions of homes each year. The prime minister, in any case, defused the "elitism" grenade, supposedly lethal in the hands of philistine backbenchers, when he shrewdly linked the arts with sport and other outdoor pleasures.

The Royal Opera's subsidy is now down to 27 per cent of its income. This is a lesser proportion than any other UK national company. If higher subsidies were available we should use it principally to reduce or at least restrain prices. If it is not, we shall soldier on.

Last year both the Royal Ballet and the Royal Opera toured Japan. The Foreign Office and the British Council know our worth. In the UK, companies and corporations in the city demonstrate by their support that London needs great opera and ballet, and that they benefit from it. A crunch is coming. The house is

falling down. We have to repair the fabric of a loved theatre, built in 1858. We have to modernise a stage not thoroughly re-equipped since the start of this century. We shall improve efficiency, reduce costs, and increase the number of performances, particularly matinees. We must re-house the Royal Ballet, now at Baron's Court, at Covent Garden and gather our workshops under one roof. We shall improve amenities, including air-conditioning, for audiences, and for sponsors.

We shall shortly launch a vigorous appeal for funds. But there is one condition precedent to success. If, and only if, matching funds can be identified in the public sector, generous private donors stand ready to play their part; a 50:50 split of a £90m target. The Royal Opera House, fortified by that partnership, must be enabled to serve the nation in the next millennium.

Jeremy Isaacs

The author is general director of the Royal Opera House

## A taste of funny

■ What would Sir Adrian Cadbury – lead author of the eponymous report on Corporate Governance and former chairman of Cadbury Schweppes – make of brother Dominic's promotion to the executive chairmanship of the firm founded under the family crest?

"He would approve wouldn't he?" says Dominic in the good knight's absence, seeing nothing odd in the fact that the confectionery and beverages outfit now has both an executive chairman and a group chief executive.

True, he stresses that David Wellings, the new chief executive who has only been with the firm since 1986, will be the "ultimate decision-maker". But it will take a very strong chief executive to stand up to a member of the fifth generation of the founding family who has been on the board since 1974 and has been running the shop for the last decade.

While Dominic deserves the benefit of the doubt in view of the group's rejuvenation under his leadership, the move leaves a funny taste – fudge-like, perhaps.

## Hippo-thetical

■ Nice to see a reassuring touch of German humour. A mock tombstone at today's FT is Bayerische Hypo Bank's way of

"Irrevocably and unconditionally" cancelling its joint venture partner, Foreign & Colonial, on its 125th anniversary. The epitaph notes 100 per cent interest and 100 per cent support.

Strangely, when Hypo F&C chairman the Hon James Ogilvy proposed that a combination of Germans and cuddly hippopotamuses should feature on last year's corporate Christmas card, the Mein Herren in Munich were so unamused that he had to go back to the drawing board.

## Down and out

■ Eyes widened at a Reuter flash, timed 11.58am, that the Swiss National Bank said it was lowering its discount rate from 5.5 per cent. But as the new rate was quoted only as "XXXX PCT", heads were scratched.

Until 12.02pm, that is, when another flash stated: "Subscribers are asked to please ignore earlier alert on Swiss National Bank discount rate, which was transmitted in error."

## Knocking copy

■ What a wizard Jape! Up come BBC fax machines with an apparent press release describing beleaguered director-general John Birt as "just the innocent victim..." before gleefully adding "...of a brutal regime which forces talented people to pay as much as 25 per cent of their earnings to a shadowy

## OBSERVER



"They all want to know if they'll survive in 1994-95"

organisation known simply as "The Revenue".

Echoing the Beeb's Red Nose Day a week ago, the samizdat transmission declared today Red Face Day, urging BBC staff to show "support" for Birt by appropriately colouring their phizzes.

## Old smut

■ Given life after death, William Shakespeare could well be nudging one of his eastern contemporaries and saying: "There, see what you've done now." If so, he'll be referring to a jail sentence just imposed at Shijiazhuang in China on a certain Wan Jianguo.

Arrested for publishing pornography, he has been given four years in prison. But if that seems a long time, it is nothing to the age of the smutty book he published – the Golden Lotus, the work of an undisclosed hand during the Ming dynasty.

Dating from about 1610, it has been blacklisted by Beijing censors pretty well ever since. Although still banned from public sale, however, the book is available to elite officials and scholars who consider it one of the central works of the Chinese literary canon.

It evidently struck Wan Jianguo as having popular appeal as well, since he printed 60,000 copies. Indeed, somewhere up there, the anonymous author might be telling Shakespeare that if he'd been more erotic and got his works banned, Britain's present government wouldn't have to order that children be made to read them.

## Dead letters

■ Anyone confused by all the name-changes among Britain's trade unions may feel happier to know their bewilderment is shared by some of said unions' members. Or so it seems from the reaction of staff at Tyne Tees Television yesterday when asked what their own union BECTU's initials stand for.

Three unions at Tyne Tees – the NUJ, the EETPU and BECTU – are co-operating in a campaign against rumoured job cuts and loss

of local decision-making in the aftermath of the merger with Yorkshire Television.

The NUJ, that's easy: the National Union of Journalists. The EETPU, now part of the enlarged AEEU, we can describe, for short, as the electricians... But BECTU?

The question stumped not only the NUJ's Tyne Tees FOC (that's "father of the chapel" or branch secretary), but also several BECTU brethren present. Fortunately their branch chairman, John Moore, came to the rescue, explaining that it stands for the Broadcasting, Entertainment, Cinematographic and Theatre Union.

## Norman not stormin'

■ Wearing by the Imro investigation, writes from Maxwell pensioners, staff defections and so on, senior staff at Invesco MIM in London sat down with the new boss of the UK and European business, Norman Riddell, hoping for some fresh inspiration. Alas, instead of fire from the belly of the low-key if determined Scot, came the opening gambit: "Well... what can I say?"

## Pressing question

■ There's doubtless a deeply significant reason for the date set by the British Psychological Society for its course to train members to deal with the media – the morning of April 1. The only question is, who'll be fooling whom?











## INTERNATIONAL COMPANIES AND FINANCE

## Production chief steps up to chairmanship of BMW

By Christopher Parkes in Frankfurt

BMW, the current star of the German motor industry, has replaced its retiring chairman with the youngest member of the board.

Mr Bernd Pischetsrieder, 45, currently responsible for production, will take control at the luxury car group's annual meeting on May 13.

At the same time, Mr Eberhard von Kuenheim, 64, the outgoing chairman, will propose an unchanged dividend of DM12.50 on ordinary stock and DM13.50 for preference shares.

Boostered mainly by the

launch of the new 3-Series, and outperforming rival Mercedes-Benz for the first time, BMW managed to ride through the worst of the downturn which cut Volkswagen's earnings by 87 per cent last year.

Even so, net group profits shrank to DM726m (\$436m) compared with DM783m, on sales up almost 5 per cent to DM31.2bn.

The figures reflect the sharp downturn in the domestic market which hit all German automotive groups in the second half of the year. At the halfway mark BMW's earnings were up 10.5 per cent and turnover had risen 12 per cent.

Mr von Kuenheim said in

January that unit sales would fall during 1993.

The appointment of a young engineer to the top post reflects both BMW's self-confidence and a noticeable trend across the industry towards handing power to the younger generation.

Mr Pischetsrieder's place on the board will be filled by Mr Joachim Milberg, 49, an engineering academic whose industrial experience includes a spell at Gildemeister, the machine tool manufacturer.

Mr von Kuenheim is expected to take over as chairman of the group's supervisory board.

## Daimler-Benz stays silent over banker

By David Waller in Frankfurt

DAIMLER-BENZ, Germany's largest industrial company, yesterday refused to be drawn into the controversy generated by remarks from a board director of the Deutsche Bank.

Mr Ronald Schmitz, director of the Deutsche Bank responsible for corporate finance, on Wednesday said both groups wanted to see Deutsche's stake in Daimler reduced from the current level of 28 per cent.

Daimler said yesterday that Mr Edvard Reuter, chief executive, had held discussions with Mr Hilmar Kopper, Deutsche Bank's chief executive and his predecessor, Mr Alfred Herrhausen, over the level of the holding. But Daimler insisted that there were no talks on the issue and no plans for the stake to be cut.

Mr Schmitz told investors on Wednesday that "there are those in the bank who may feel sorry not to have got out [of Daimler-Benz shares] when the price was better".

He said: "There is a consensus within the bank and Daimler-Benz that it is in the interests of both entities that the stake does not remain at 28 per cent for too long."

Although Mr Schmitz said there were no immediate plans to cut the stake, the report of his comments triggered a fall in Daimler's share price by DM8.10 to DM606.20. It recovered after Deutsche Bank put out a statement repeating that there was no intention to sell the stake and Mr Schmitz's remarks had been misinterpreted, closing at DM613.50.

Mr Schmitz's comments came at a sensitive time as Daimler is in the throes of a major restructuring involving significant job losses and a reorganisation of the core automobile business at Mercedes-Benz.

Profits for 1992 are likely to fall by almost a quarter to DM1.5bn. Deutsche Bank has had the Daimler stake for over 60 years.

Sanguine view from the top, Page 14

## GAN warns of steep profits decline

By Alice Rawsthorn in Paris

GAN, one of France's largest insurance groups, yesterday warned of a sharp decline in net profits to FF2.32bn in 1993, from FF2.32bn in 1991, because of the competitive state of the insurance sector and its exposure to the fragile property market.

The group, a state-controlled company which is a candidate for privatisation under the conservatives - firm favourites to win this month's parliamentary elections - was also

affected last year by a fall in the value of its asset sales and the poor performance of CIC, its banking subsidiary.

GAN, which will announce its final results for 1992 in late April, is the latest leading French insurance group to have reported poor figures for last year. The insurers have for several years been struggling in intensely competitive markets for both life and damage insurance.

However, the recent economic squeeze has aggravated these problems by making it

more difficult for the insurers to compensate by raising money from asset sales. It has also forced them to make steep provisions on the value of their property portfolios and industrial investments.

Union des Assurances de Paris (UAP), the state-controlled company which is France's biggest single insurer, recently reported a fall in net profits from FF2.8bn in 1991 to FF1.1bn in 1992. Axa, the largest private sector insurer, saw profits slide from FF2.4bn to FF1.5bn over the same period.

GAN has been particularly badly affected because of its exposure to the property sector. It managed to increase turnover by 10 per cent (on a constant basis) to FF4.3bn last year with its bank-insurance interests representing a quarter of the total.

The life insurance business remained profitable, but GAN experienced problems in the damage sector. These difficulties were compounded by a decline in profits from CIC, which was hit by the strains on the small business sector.

## Ciga rescue package threatened

By Haig Simonian in Milan

CIGA, the Italian hotels group controlled by the Aga Khan, has agreed to suspend any independent action to resolve its severe financial difficulties pending a study by Mediobanca on how to reduce its debts.

The decision, which followed a formal request from Ciga's creditor banks, makes virtually certain the collapse of the rescue package worked out by the company last December. Ciga then agreed to sell the majority of its Italian hotel-owning subsidiary to Situr, a fast-expanding private property and leisure group, for L301bn (\$187m).

The deal, which was subject to approval from Ciga's creditor banks, received a very cool response from the bankers. Separately, Situr, which recently made unspecified claims of irregularities in Ciga's accounts, threatened to pull out if agreement were not reached by the end of this month.

Mediobanca is to study alternative plans for Ciga to reduce its debts, which amount to about L1,000bn, on behalf of the creditor banks. While that is under way, the company has agreed not to take any decisions other than those concerning its everyday activities.

Preliminary results showed

Ciga's group turnover rose by 10 per cent to L510bn last year, while the number of guests staying increased 8.9 per cent to 1.34m. Publications of figures for group earnings is likely to be delayed for some time, possibly until June. In 1991, group losses almost tripled to L86.9bn.

The company firmly rejected the accusations of irregularities in its accounts made by Mr Luigi Clementi, Situr's managing director, and accused Situr of breaking the agreement on silence which the two sides had undertaken during the negotiations. Ciga said "such false insinuations will be firmly refuted".

## Guinness confident despite 12% fall

By Philip Rawsthorn in London

GUINNESS, the UK brewing and spirits group, expects to make "steady progress" this year after a 12 per cent slide in 1992 pre-tax profits to £793m (\$648m) - its first setback for 13 years.

Mr Tony Greener, chairman and chief executive, said the group's brands were performing creditably and marketing expenditure was being increased.

"Our strategy for the future

is one of organic growth, and we have demonstrated our ability to perform in this way through the recession," Mr Greener said.

Group profits last year were hit by an exceptional charge of £150m for restructuring the Crosscampo brewing business in Spain, and £45m for reorganising Scotch whisky production.

Spirits profits, before exceptional costs, improved 3 per cent to £793m on turnover 6 per cent ahead at £2.58bn. Overall, Scotch whisky vol-

umes were flat but premium and deluxe brands increased sales. Profits were well ahead in the rest of the Asia Pacific region, and also improved in the US, South America, and most European markets.

Brewing profits, before restructuring costs, rose 3 per cent to £255m on turnover of £1.75bn, 10 per cent higher.

The contribution from LVMH, the French luxury goods group in which Guinness has a 24 per cent stake, fell to £101m from £123m. Lex, Page 14

## SCA cushioned by hygiene side contribution

By Christopher Brown-Humes

SCA, Sweden's second largest pulp and paper group, yesterday announced a SKr451m (\$58m) profit after financial items for 1992.

A strong performance from its Mölndale hygiene division helped to cushion "extremely unfavourable" conditions for traditional forest industry products.

The result was 63 per cent down on 1991's SKr1.22bn profit but it stood in sharp contrast to the company's two leading domestic competitors,

Stora and MoDo, both of which have disclosed deep losses for 1992. SCA is holding its dividend at SKr3.20 per share.

SCA said it expected 1993 profits after financial items to rise to SKr1bn-SKr1.5bn, even though conditions remain very difficult and falling prices have eroded much of the benefit from the devaluation of the Swedish krona. Sales fell to SKr2.1bn from SKr2.7bn, reflecting price and volume pressures resulting from industry overcapacity.

SCA benefits from having a more diversified range of prod-

ucts than other Swedish forestry groups and Mölndale, in particular, has proved a recession strength. It boosted operating profits by 24 per cent to SKr901m as sales rose to SKr1.2bn from SKr1.1bn.

The group's packaging business was hit by lower prices and volumes, with operating profits falling to SKr462m from SKr607m on a 5.5 per cent drop in sales to SKr8.9bn. Graphic paper plunged to a SKr313m loss from a SKr188m profit, on sales down to SKr5.07bn from SKr5.39bn. Forest and timber activities saw operating profits

fall 20 per cent to SKr375m, as sales declined to SKr3.52bn from SKr3.69bn.

Restructuring had a positive impact, with annual costs now SKr2bn lower than in 1990. Staff numbers fell 4,200 to 26,600 during the year as part of an overall plan to cut 6,500 jobs between 1990 and 1994.

Net earnings after tax rose from SKr901m to SKr5.2bn, after taking in SKr5.86bn in extraordinary gains, mainly related to the sale of the group's energy business. The disposal has cut group debt from SKr17.6bn to SKr10.8bn.

## French bank up by 7.6% despite sector pressure

By Alice Rawsthorn

CREDIT Commercial de France (CCF), the French banking group, saw net profits rise by 7.6 per cent to FF978m (\$173m) last year from FF909m in 1991, in spite of the strains on the banking market.

The French banks have in the past year come under intense pressure because of the impact of the slowdown, which has depressed demand for credit from consumers and industry, and the fall in value on their investments in property and industry.

Mr Michel Pébereau, chairman, said CCF, which earlier this year joined forces with BNP Bank of Germany to take a significant stake in Charterhouse, the London-based merchant bank, had been affected by the pressures on the bank-

ing market. However, he said, it managed to maintain growth because of cost cutting, productivity gains and prudent provisioning.

The group saw net banking income rise by 3.1 per cent, just above the French inflation rate, to FF77.86bn from FF77.62bn in 1991. Cost-cutting measures produced a slight fall in operating costs to FF5.15bn from FF5.19bn over the same period and gross operating profits rose to FF72.35bn from FF72.06bn.

CCF also managed to restrain provisions at a manageable level, mainly because it is less exposed than other banking groups to the most vulnerable areas of the economy, notably commercial property and small businesses.

The level of provisions rose to FF1.26bn from FF1.15bn.

## Money market deals push Kredietbank ahead 14%

By Lionel Barber in Brussels

KREDIETBANK, Belgium's third-largest bank, has boosted consolidated net profits by 14.3 per cent for the nine months to the end of December 1992.

The growth in earnings was bolstered by a 41 per cent increase in money market activity, notably currency swaps and options.

A net dividend of BF185 for ordinary shares and BF233.66 for the AFV special shares is to be considered at a general meeting on April 28, as compared with BF168 and BF231.46 respectively in 1991-1992.

The bank's financial year was shortened to nine months in line with the move to achieve a single balance sheet for the Almanj-Kredietbank group, and was marked by a

weak economy at home and abroad.

On an annualised basis, consolidated net profits of BF77.3bn (\$214m) would rise to BF85.5bn, an increase of 14.3 per cent. Earnings per share amounted to BF515 (BF525) over the nine months.

In spite of narrower margins, brought about by the inverted interest rate structure and fierce competition, Kredietbank group increased its gross income by 7.7 per cent and lifted its return on shareholders' capital to 12.3 per cent.

Costs rose 5.1 per cent, while depreciation and write-downs amounted to BF11.8bn. The bank described the provision as a modest 4.4 per cent rise, but said it had made a "substantial" allocation to internal reserves to cover latent risks.

## Annual Meeting of Shareholders

The Annual Meeting of Shareholders will be held on Thursday, April 29, 1993, 10:00 a.m. at the BASF-Felerabendhaus, Leuschnerstraße 47, Ludwigshafen/Rhine, Germany

## Agenda

1. Presentation of the Financial Statements of BASF Aktiengesellschaft and BASF Group for 1992; presentation of the 1992 Annual Report covering BASF Aktiengesellschaft and the BASF Group; presentation of the Supervisory Board Report.
2. Declaration of dividend.
3. Ratification of the actions of the Supervisory Board.
4. Ratification of the actions of the Board of Executive Directors.
5. Appointment of auditors.
6. Election of the Supervisory Board.

Shareholders wishing to participate in the Annual Meeting and to exercise their right to vote must have deposited their shares during normal office hours and in the prescribed form at a depository bank. The shares should remain deposited until the conclusion of the Annual Meeting. Shareholders have the right to vote by proxy. Depository banks and the full Agenda are published in the "Bundesanzeiger" of the German Federal Republic Nr. 53 of March 18, 1993.

Depository banks in the U.K.:  
Morgan Grenfell & Co. Limited  
S.G. Warburg & Co. Ltd.

The deposit is only effective if the shares are submitted by Wednesday, April 21, 1993.

The Board of Executive Directors  
Ludwigshafen/Rhine,  
March 18, 1993

BASF Aktiengesellschaft  
D-6700 Ludwigshafen

BASF

This announcement appears as a matter of record only.



The GHK Company  
OKLAHOMA CITY, OKLAHOMA

has obtained a  
\$7,500,000

contract for the supply of engineering  
services and oil well equipment to

KUIBYSHEVNEFT  
A Russian Petroleum Production Association  
of Samara, Russia

Procurement of this contract and provision of  
facilities for payment was assisted by

LOGOVAZ LTD.  
Moscow, Russia

## Notice of Issue of Bonus Warrants



U.S. \$24,500,000  
Intershop Overseas Finance  
(Curaçao) N.V.  
6% Guaranteed Convertible  
Bonds 1993

unconditionally guaranteed by and  
convertible into Bearer Shares of \$1:200  
nominal value each of  
Intershop Holding AG

(Credat 241808)  
(Eascredat 0429)

Notice is given to holders of the above mentioned convertible bonds (the "Bonds") that at a meeting of the Board of Directors of Intershop Holding AG, Zurich ("Intershop") held on 17th March, 1993 the Board of Directors of Intershop resolved to make a bonus issue of warrants 1993. Holders of bearer shares of nominal \$1:200 ("Bearer Shares") and holders of registered shares of nominal \$1:100 ("Registered Shares") of Intershop will each respectively receive warrants in the proportion 2 warrants per Bearer Share and/or 1 warrant per Registered Share (the "Warrant Rights"). The Warrant Rights will be exercisable into Bearer Shares only and 20 warrants will be required to obtain one Bearer Share.

Bondholders wishing to avail themselves of the Warrant Rights must exercise their conversion rights on or before the close of business in Switzerland on 30th March, 1993. Bearer Shares and Registered Shares will cease to benefit from Warrant Rights from 8th April, 1993. Accordingly, bondholders converting their Bonds on 8th April, 1993 will receive Bearer shares without the benefit of the Warrant Rights.

Zürich  
17th March, 1993  
Intershop Holding AG

## NOTICE OF THE SECOND ANNUAL GENERAL MEETING OF SHAREHOLDERS OF CHINA TEXTILE MACHINERY STOCK LTD.



The Second Annual General Meeting of Shareholders of China Textile Machinery Stock Ltd. (the "Meeting") is scheduled to be held at 1:00 p.m. on 12th April, 1993.

1. Main proceedings:
  - a. Hearing and inspecting the Chairman's Report for 1992 and the Development Plan for 1993.
  - b. Hearing and inspecting the report submitted by the Supervisory Committee.
  - c. Hearing and inspecting the report on the Annual Final Accounts of 1992 and the Annual Budget of 1993.
  - d. Inspecting and approving the dividend and bonus proposal for 1992.
  - e. Report on and ratification of the division of the nominal value of shares.
2. A member entitled to attend and vote at the Meeting is entitled to appoint one or more proxies to attend and vote in his stead. A proxy need not be a member of the Company.
3. To be valid, the form of proxy must be deposited with the Company at the address set out below no later than 8th April, 1993 or any adjournment thereof. Completion and return of the form of proxy will not preclude a member from attending and voting in person at the Meeting or any adjournment thereof.

China Textile Machinery Stock Ltd.  
1687 Chang Yang Road, Shanghai  
Post code: 200060  
Contact: Wang Zhi Rong  
Tel: (86-21) 543 2970 ext.588  
Fax: (86-21) 545 5130

4. The form of proxy is set out below:

Proxy

We appoint Mr. (Ms.) \_\_\_\_\_ as my/our proxy to attend and vote at the Second Annual General Meeting of Shareholders of China Textile Machinery Stock Ltd. at 1:00 p.m. on 12th April, 1993, at 1687 Chang Yang Road, Shanghai 200060, People's Republic of China and any adjournment thereof.

Signatures of shareholder(s):

Share voucher No.:

Number and type of shares held:

Date:

CHINA TEXTILE MACHINERY STOCK LTD.

## To the Shareholders of SVENSKA SELECTION FUND

You are hereby convened to attend the

## ORDINARY GENERAL MEETING

of Svenska Selection Fund, which is going to be held on April 2nd, 1993 at 14.45 p.m. at the Head Office, 148, boulevard de la Pérouse L-2330 Luxembourg with the following

## AGENDA

1. Reports of the Board of Directors and the Auditors.
2. Report of the Independent Auditor about the financial situation of this corporation.
3. Approval of the Balance Sheet and the Profit and Loss statement as at December 31st, 1992.
4. Discharge to the Directors and to the statutory Auditor.
5. Statutory elections.
6. Miscellaneous.

Yours faithfully,

The Board of Directors.

CREDIT LOCAL DE FRANCE  
FRF 300,000,000  
CAC 40 INDEX-LINKED BONDS DUE 1997

Notice is hereby given to the Bondholders that, pursuant to the Terms and Conditions of the Bonds, Condition 4, "INTEREST", "R1" (the formula for calculation of the Interest Amount payable per bond on April 1st, 1993) is equal to 0.006545 in accordance with the following formula:

R1 = CAC 1 - CAC 0  
CAC 0

where "CAC 0" = 1,986 and "CAC 1" on March 4, 1993 = 1,999

Therefore, interest payable against surrender of coupon nr 1 will be FRF 65, - per denomination of FRF 100,000  
FRF 655, - per denomination of FRF 100,000

THE PRINCIPAL PAYING AGENT SOGENAL  
SOCIETE GENERALE GROUP  
15, Avenue Emile Reuter  
LUXEMBOURG



U.S. \$65,000,000

Pacific Electric Wire & Cable Co., Ltd  
(Incorporated as a limited liability company in Taiwan, Republic of China)

3% per cent. Bonds Due 2001  
(The Bonds)

NOTICE IS HEREBY GIVEN to the holders of the outstanding Bonds that the Company has announced a bonus issue of 108,434,000 shares at NT\$10.00 per share with a record date of March 16, 1993. In accordance with the provisions of the Indenture constituting the Bonds the Conversion Price has been adjusted from NT\$41.64 per share to NT\$36.21 per share effective March 16, 1993.

Pacific Electric Wire & Cable Co., Ltd  
March 19, 1993

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# Decline

has been particularly affected because of its dependence on the property sector. The company's profits fell 10 per cent (on a basis) to FF43.8bn in 1992, from FF48.8bn in 1991. The company's interests represent 10 per cent of the total. The insurance business is profitable, but C&N had problems in the sector. These difficulties were compounded by a 10 per cent fall in profits from C&N, as the company's main business sector.

# Distribution

of 10 per cent to SKR3.5bn, as the company's profits fell 10 per cent (on a basis) to FF43.8bn in 1992, from FF48.8bn in 1991. The company's interests represent 10 per cent of the total. The insurance business is profitable, but C&N had problems in the sector. These difficulties were compounded by a 10 per cent fall in profits from C&N, as the company's main business sector.

# Deals push ad 14%

at home and abroad. The company's profits fell 10 per cent (on a basis) to FF43.8bn in 1992, from FF48.8bn in 1991. The company's interests represent 10 per cent of the total. The insurance business is profitable, but C&N had problems in the sector. These difficulties were compounded by a 10 per cent fall in profits from C&N, as the company's main business sector.

## Bayerische Vereinsbank ahead 24% to DM1.48bn

By David Waller in Frankfurt

**BAYERISCHE** Vereinsbank, one of Germany's two large Bavarian-based banks, yesterday demonstrated the banking sector's continuing resilience to the country's worsening economic downturn.

The bank reported that partial 1992 operating profits - excluding the result from own-account trading - were up by 24.1 per cent to DM1.48bn (\$899m).

Vereinsbank, the first of Germany's "big five" commercial banks to report preliminary figures for 1992, increased total group operating profits by 32.5 per cent to DM1.62bn.

At the parent company level, total operating profits rose by

35.6 per cent to DM1.06bn. The dividend is DM13 per share, the same as in the previous six years.

The figures were ahead of expectations and seem likely to confirm analysts' expectations of excellent profit figures from most of the large banks.

Vereinsbank's Bavarian competitor, Hypo-Bank, is expected to increase partial-operating profits by 25 per cent, while Commerzbank and Dresdner Bank are likely to produce double-digit profit growth. At Deutsche, the largest bank, profits are likely to slip from the record level of 1991.

Vereinsbank will not disclose net profits - calculated after provisions for bad debts - until its press conference,

which is scheduled for Monday.

Analysts are worried about the impact of the worsening economic environment on the bad debt situation.

The two Bavarian banks have done better than their larger, Frankfurt-based competitors because their business is less exposed to commercial lending; a much larger share of business is mortgage, construction-related loans.

While loan demand has slowed significantly at the bigger banks, the Bavarians have benefited from their exposure to the construction sector - one of the few areas of the German economy which is still thriving.

## Elsevier in line with forecasts

By Ronald van de Krol in Amsterdam

**ELSEVIER**, the Dutch publishing group, saw strong increases in profits in 1992, in line with forecasts made last year after the announcement of its plans to merge with Reed International of the UK.

The Dutch company, which will retain its listing on the Amsterdam stock exchange, said operating profit before tax - which is traditionally regarded as the best measure of its performance - rose by 19.3 per cent to F161.8m (\$239.7m).

Net profit was up 12.6 per cent at F143.9m, while sales advanced by

7.2 per cent to F124.3bn. Elsevier, whose merger with Reed to form Reed Elsevier took effect on January 1, said it would lift its dividend by 16 per cent to F12.61.

Scientific publishing, the company's biggest and most profitable business, posted further gains last year.

This was caused in part by the fact that Pergamon Press of the UK was consolidated for the full year for the first time since the UK company was purchased from the late Robert Maxwell in mid-1991.

However, sales of scientific books were below expectations. In its professional and business publishing divisions,

Elsevier reported profit gains for Excerpta Medica, the electronic medical database, as well as for Congressional Information Service of the US.

Elsevier, which has gradually moved away from consumer publishing because of its dependence on cyclical advertising spending, said that its Dutch newspapers were mired in a depressed market, with lower advertising volumes putting profits under pressure.

However, its Bonaventura subsidiary, which publishes news, fashion, music and car magazines, posted sharply higher results.

## Ahold to increase payout by 10%

By Ronald van de Krol

**AHOLD**, the Dutch-based food retailer, is to lift its dividend by 10.6 per cent, matching the increase reported yesterday in 1992 full-year results.

The company also said that it would conduct a one-for-10 rights issue later this year, with details to be released on April 14.

Ahold posted 1992 net profit of F130.6m (\$169m) last year

from F127.8m the year before, on sales up 7.3 per cent at F123.5bn. The dual-currency dividend is to be raised to F11.15 and \$0.45 a share from F11.05 and \$0.40 last year.

The company said net profit would have been F18.1m higher but for the 6 per cent decline of the dollar against the guilder. Ahold generates half of its annual sales in the US, where it operates four leading supermarket chains.

US operating profit rose by 16.8 per cent to \$169.6m, thanks to increased results at three of its four chains.

In the Netherlands, where the group's Albert Heijn chain is the market leader, operating results were up 14 per cent at F123.1m.

Overall, consolidated operating profit rose by 11.3 per cent to F151.4bn. However, interest expenses increased by nearly 12 per cent to F156.0m.

## Lufthansa cuts losses as sales grow 4.5%

By David Waller

**LUFTHANSA**, the struggling German airline, cut its pre-tax losses by DM31m to DM200m (\$180.2m) last year. Its after-tax loss will be DM394m, a DM60m improvement on the previous year.

Lufthansa said 1992 sales revenue rose by 4.5 per cent to DM15bn, lower than the 11.3 per cent increase in passenger volume announced earlier this year.

It did not comment on current-year trading yesterday and will release full details of last year's figures in May.

"The market price for air transport services in 1992 was substantially below the previous year's level," Lufthansa said.

The airline was hit by intense competition and the strength of the D-Mark in the aftermath of last September's currency market turmoil.

Lufthansa did not quantify the impact of currency changes for the full year, but the appreciation of the D-Mark hit profits by DM254m in the first nine months, Lufthansa revealed in November.

The airline said that investment was reduced last year by 30 per cent to DM1.7bn, down from DM2.4bn in the previous year.

Lufthansa said it had shed 2,000 jobs during the course of 1992, taking the workforce to a total of 43,292 people at the year-end.

The reduced losses for last year had been expected after Lufthansa said last November that it had made a profit of DM280m in the third quarter of the year, having made its first monthly profit of the year in September.

It warned at that time that it would revert to losses in the last three months of the year.

The reduced losses are in part due to an accounting change under which Lufthansa now writes down aircraft over 12 years to a residual value of 15 per cent, as a result of which the annual depreciation of these assets will fall from 9.5 to 7.1 per cent.

## Gulf Canada suspends dividends

By Bernard Simon in Toronto

**GULF** Canada Resources, the troubled Calgary-based energy company controlled by Olympia & York Developments, has suspended payment of preferred share dividends and announced numerous asset sales.

The measures are designed to cut the company's C\$1.5bn (US\$1.27bn) debt and pave the way for an equity issue. Dividends on common shares were eliminated last June.

Gulf Canada is 75 per cent owned by O&Y, which last week emerged from bankruptcy protection.

However, O&Y's Gulf shares are effectively controlled by the creditors to whom they were pledged. The creditors can take legal title on 30 days' notice.

Gulf said it hoped to raise C\$400m from the sale of its Arctic drilling business, as well as the planned disposal of some oil and gas properties in western Canada and its 22.8

per cent interest in Home Oil of Calgary.

The Home Oil stake has been for sale for more than a year. Mr Chuck Shultz, Gulf's chief executive, said interest from prospective buyers has increased in recent months. GW Utilities, another O&Y subsidiary, has a 41 per cent stake in Home Oil.

The Kulluk drilling unit and two support vessels have been sold to Amoco's Canadian subsidiary. Terms were not disclosed, but Amoco said that

the deal gave it an opportunity to expand its Arctic fleet at well below replacement cost.

Gulf suffered a C\$302m loss in 1992, about two-thirds of which consisted of a write-down on its now-terminated investment in the Hibernia oil project off the coast of Newfoundland. The company abandoned a C\$175m share issue last year.

In addition to its Canadian business, Gulf has interests in oil and gas fields in Indonesia and Russia.

## Legal moves by creditors could delay agreement on O&Y debts

By Bernard Simon

**TWO** of the biggest creditors of Olympia & York's US operations have threatened to delay implementation of numerous debt-restructuring agreements unless progress is made in setting up a new board of directors for the developer's US subsidiary.

Sanwa Bank and Citibank detailed their complaints in a filing to a New York bankruptcy court that revealed disagreements between O&Y's creditors in the US and Canada. The filing alleged that the management of the US subsidiary, Olympia & York Realty

Corp (OYRC), had been paralysed by these disagreements and by the delays in reconstituting OYRC's board.

According to the filing, "current management of the US properties does not know to whom it should report and on what terms."

It added that "US creditors of Olympia & York will continue to refuse to consummate numerous out-of-court restructurings as the authority of current management is in doubt."

The dispute stems from petitions for Chapter 11 bankruptcy protection made by some of O&Y's US subsidiaries at the same time as the Canadian parent, Olympia & York Developments (OYDL), sought court protection last May.

However, O&Y's US buildings, under OYRC, were not included in the court protection. OYRC's New York-based management has been trying to keep the properties outside Chapter 11 bankruptcy proceedings by selling some assets and negotiating debt-restructuring agreements with the creditors of others.

OYDL emerged from bankruptcy protection last week. It is now managed by an administrator, who acts on the advice of a monitoring committee, comprised of creditors.

## Charge pushes Seagram to \$900m loss

By Robert Gibbons in Montreal

**SEAGRAM**, one of the world's top four drinks groups, took the brunt of new US accounting rules in fiscal 1993, resulting in a US\$900m loss.

A special charge of US\$1.4bn was taken in the 12 months ended January 31 to cover post-retirement medical benefits. Seagram owns 24.3 per cent of Du Pont, the US-based chemicals giant, and most of the charge represents its share of Du Pont's medical benefits provision.

Seagram warned shareholders in January of the non-cash charge. The costs could have been amortised over 20 years, but the company chose to take the charge immediately.

The final loss was equal to \$2.35 a share. In fiscal 1992, profit was \$727m, or \$1.92 a share.

However, before all special charges, Seagram posted a profit of \$677m in fiscal 1993, up slightly from fiscal 1992 on the same basis.

Seagram's fiscal 1993 revenues from its drinks business totalled \$8.1bn (\$6.3bn) and operating income was \$777m (\$760m).

Final net profit was reached after including dividends and unremitted earnings of Du Pont.

Fourth-quarter final earnings were \$46m, or 12 cents a share, against \$197m, or 52 cents, a year earlier, on revenues of \$2.01bn, against \$2.06bn.

## Allstate to float 88m shares

By Nikki Tait in New York

**ALLSTATE**, one of the largest property-casualty insurance companies in the US, said yesterday it planned to float up to 88m shares on the stock market.

Allstate's filing with the Securities and Exchange Commission revealed a maximum offering price of \$26 a share. The company is wholly-owned by the Sears, Roebuck retail and financial services group.

If all the shares were sold to investors, they would represent around 20 per cent of the group's equity. Sears, Roebuck, which announced plans last year to spin off substantial parts of its financial services

business, would retain an 80.1 per cent interest in Allstate.

The Illinois-based insurer, badly hit by heavy catastrophe claims last year, will use the proceeds from the initial public offering (IPO), the US term for a flotation) to shore up the capital base of Allstate Insurance Company, its main operating company, and repay short-term borrowings.

Allstate made a net loss of \$855m last year, against a \$725m profit in 1991. Had Hurricane Andrew losses and accounting changes been excluded, Allstate's profits would have stood at \$1.17bn.

Of the 88m shares being floated, 68.5m will be offered to US investors, while 19.5m will

be sold outside the US.

A further 8.5m will be available to US underwriters in the form of over-allotment options, and up to an additional 1.5m shares for international underwriters.

If the over-allotment options were exercised in full, Allstate would have 450m shares outstanding.

The Allstate IPO is the third element of Sears' retrenchment from the financial services industry. The company has sold a 30 per cent stake in Dean Witter, Discover, netting about \$800m, and has said talks with potential purchasers of its Coldwell Banker real estate business are at the due-diligence stage.

**REPUBLIC OF POLAND, MINISTRY OF PRIVATISATION INVITATION TO NEGOTIATE**

**BYDGOSKA FABRYKA KABLI (in the process of transformation) and FABRYKA LIN I DRUTU "DRUMET" S.A.**

As part of the Polish Government's Privatisation Programme for the Cables and Wires Industry and in accordance with Art. 23 of the Act on Privatisation of State Enterprises dated the 13th of June 1990 ("the Privatisation Act"), the Polish Ministry of Privatisation, acting on behalf of the State Treasury, issues an invitation to Negotiate to all suitably qualified parties interested in the purchase of shares in the following Companies:

- Bydgoska Fabryka Kabli (in the process of transformation) is a market leader in the main cable and installation cables segment of the Polish Cables and Wires industry and has significant export activities as well.
- Fabryka Lin i Drutu "Drumet" S.A. is a market leader in the Polish structural wires industry and has significant export activities. It produces high quality steel wires and ropes.

This Invitation is for the purchase of no less than 10% of the share capital and no more than the total share capital less the shares offered to Company employees pursuant to Article 24 of the Privatisation Act.

Interested parties should record their interest in writing by contacting Bain & Company, representative of the Ministry of Privatisation in this transaction, at the address below.

Upon receipt of a written expression of interest, a Sectoral and Company Overview can be obtained from Bain & Company. Later on in the process and subject to the signing of a Confidentiality Agreement, Information Memoranda on each of the Companies will be available to interested parties. These Information Memoranda will provide the guidelines and timetable for preparing and submitting a bid for the purchase of shares in the Companies.

All expressions of interest or inquiries regarding this Invitation should be addressed to:

**Bain & Company**  
Germany, Inc.  
Attn: Dr. Bernd Venohr  
Vice President

**Thomas-Wimmer-Ring 3**  
8000 München 22  
Germany  
Tel.: 089-29011-0  
Fax: 089-29011-113

The Ministry of Privatisation reserves the right not to start or to renounce the negotiations or to modify the privatisation procedure.

**Notice to the Holders of Showa Aluminum Corporation (the "Company")**

Bearer Warrants to Subscribe for Shares of Common Stock of the Company

**U.S.\$120,000,000**  
4 1/2 per cent. Guaranteed Bonds 1993

**U.S.\$150,000,000**  
4 1/2 per cent. Guaranteed Bonds 1994

Notice is hereby given that the Company has adopted as Articles of Incorporation pursuant to the requirements of the ordinary general meeting of shareholders held on 25th February, 1993 to the effect that its fiscal year end changed from 31st November to 31st March. As a result, "Dividend Accrual Period" as defined in Condition 4 of the Instruments dated 27th April, 1988 and 7th June, 1989 regarding the Guaranteed Warrants, respectively, has been amended as follows:

"Dividend Accrual Period" shall mean (a) in the event interest is divided in the relevant fiscal period, each six-month period ending on 31st March or 30th September in each year or (b) in the event interest is not divided in the relevant fiscal period, the 12-month period ending on 31st March in each year, unless changed by the Company in accordance with Clause 4 (F) (ii) of the Instruments.

The Long-Term Credit Bank of Japan, Limited, for and on behalf of Showa Aluminum Corporation 19th March, 1993

**To the Shareholders of SVENSKA HANDELSBANKEN BOND FUND**

You are hereby convened to attend the **ORDINARY GENERAL MEETING**

of Svenska Handelsbanken Bond Fund, which is going to be held on April 2nd, 1993 at 14.30 p.m. at the Head Office, 145, boulevard de la Péruwe, L-2230 Luxembourg with the following **AGENDA**:

1. Reports of the Board of Directors and the Auditors.
2. Report of the Independent Auditor on the financial situation of the corporation.
3. Approval of the Balance Sheet and the Profit and Loss statement as at December 31st, 1992.
4. Discharge to the Directors and to the statutory Auditor.
5. Statutory elections.
6. Miscellaneous.

Yours faithfully,  
The Board of Directors.

**MONEY MANAGEMENT**

**On Sale Now £3.95**

**NOTICE OF PREPAYMENT**

**CCF**

**Crédit Commercial de France**  
XEU 85,000,000 9.25% Bonds due 1995

In accordance with paragraph 1 of the Terms and Conditions of the Bonds, notice is hereby given that CCF will prepay, on April 19, 1993, the total amount remaining outstanding of the above-mentioned Bonds at 101.50% of their principal amount, together with accrued interest (i.e. XEU 51.13 per denomination of XEU 1,000) from September 30, 1992 to the date of redemption.

Payment of interest and premium and reimbursement of principal will be made in accordance with the Terms and Conditions of the Bonds.

Interest will cease to accrue on the Bonds as from April 19, 1993.

The Fiscal Agent  
**Kreditbank Luxembourg**

Luxembourg, March 19, 1993

**GiroCredit Bank Aktiengesellschaft der Sparkassen (formerly) Girozentrale und Bank der Sparkassen Aktiengesellschaft**

**Japanes Yen 10,000,000,000 Floating Rate Notes due 1995**

For the six months 19th March 1993 to 20th September 1993

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 4.35 per cent. per annum, and that the interest payable on the Interest Payment Date 20th September 1993 against Coupon No. 10 will be Yen 2,204,795 per Yen 100,000,000 Note.

The Industrial Bank of Japan, Limited Agent Bank

**NEW ISSUE** This announcement appears as a matter of record only. March, 1993

**CASIO**  
**CASIO COMPUTER CO., LTD.**  
(Casio Keisanki Kabushiki Kaisha)  
(Incorporated under the laws of Japan)

**U.S.\$350,000,000**  
**2 per cent. Bonds due 1997**  
with **Warrants**  
to subscribe for shares of common stock of Casio Computer Co., Ltd.

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**Nomura International** **J. Henry Schroder Wagg & Co. Limited**

**Universal (U.K.) Limited**

**Sanwa International plc** **UBS Phillips & Drew Securities Limited**

**Banque Indosuez** **Baring Brothers & Co., Limited**

**BNP Capital Markets Limited** **Cresvale Limited**

**Deutsche Bank AG London** **DKB International**

**Robert Fleming & Co. Limited** **Kleinwort Benson Limited**

**Kyokuto Securities (Asia) Limited** **Lehman Brothers International**

**Merrill Lynch International Limited** **Morgan Stanley International**

**Swiss Bank Corporation** **Towa International Limited**

**S.G. Warburg Securities**



## INTERNATIONAL COMPANIES AND FINANCE

## HONG KONG RESULTS

## Hutchison Whampoa declines 5%

HUTCHISON Whampoa, the troubled Hong Kong conglomerate controlled by Mr Li Ka-shing, yesterday posted a 5 per cent fall in profits before extraordinary items to HK\$3.16bn (US\$410m) for 1992, from HK\$3.32bn the year before.

The slightly better-than-expected results were struck on a 9.5 per cent rise in turnover to HK\$21.1bn from HK\$19.2bn.

Profits after extraordinary items, meanwhile, fell to HK\$3bn from HK\$4.3bn. An extraordinary loss arose from the closure of certain "peripheral overseas telecommunications operations" and a provision against an associated company.

Hutchison declared a final dividend of 39 cents a share, making 55 cents for the year - a 19 per cent

cut on the payout in 1991. Mr Simon Murray, managing director, said 1993 would prove a turning point in Hutchison's fortunes. "I think we will do very well in 1993; it is going to be a good year."

Mr Murray scotched rumours that he was about to resign from the company. The rumours had made "good gossip", he said, but were far from the truth.

"I am here, and Mr Li has not given me any indication that he wants me to go." Separately, Mr Li said yesterday he and Mr Murray were "still working happily" together.

Mr Murray said that if provisions against Hutchison's investment in Husky, a Canadian oil and gas producer, were added back, profits before extraordinary items would have been HK\$4.6bn, 15 per

cent higher than in 1991. He predicted that Husky, in which Hutchison holds 49 per cent, would earn profits in 1993. In the year under review, it incurred a modest loss but, he noted, was generating free cash-flows of C\$200m (US\$161m).

On Hutchison's telecommunications investments, Mr Murray said its 64 per cent owned UK company had made a loss and would incur a larger loss in 1993.

It is launching a mobile telephone network in the UK and has invested £300m (US\$455m) of a planned £900m in the venture. British Aerospace holds 30 per cent and Barclays Bank 5 per cent in the company.

Mr Murray stuck to his view that the UK venture would

show excellent profits by 1995. Many analysts believe Hutchison has taken a big risk with the business, saying it has large costs and unproven technology.

Mr Li emphasised Hutchison's efforts to invest in mainland China during 1992. Direct foreign investment in China had become easier and more attractive, he said.

Hongkong International Terminals, Hutchison's container port operator, had signed joint venture agreements with the authorities in Zhuhai and Shanghai to develop port facilities.

He said Hutchison was focusing on developing retailing and manufacturing in selected cities in China. It was also pursuing property development projects in Guangzhou, Shanghai and Qingdao.



Li Ka-shing: a good year for his Hong Kong flagship

## Cheung Kong 28% ahead

CHEUNG KONG, Mr Li Ka-shing's flagship Hong Kong group, yesterday reported a 28 per cent rise in net earnings to HK\$6.2bn (US\$800m) for 1992 from HK\$4.8bn in 1991.

The result, which was within the market's forecast range, was achieved on virtually static growth in turnover to HK\$10.3bn from HK\$9.8bn.

Underlining what an exceptional year 1992 was for property development companies in Hong Kong, Cheung Kong's operating profits - at HK\$3.4bn - were three times those earned in 1991.

The directors declared a final dividend of 60 cents a share making 80 cents for the year - a rise over 1991 of 18 per cent.

Mr Li expects economic conditions in Hong Kong and China to provide the basis for the improved performance of Cheung Kong in 1993.

The group signed five joint venture deals with mainland parties to develop property in China last year, principally in Shanghai, Guangdong and Hainan. Mr Li said the economic reforms the Chinese government was pursuing were encouraging.

The property market in Hong Kong stabilised in 1992, but with the overall economy remaining robust he expected the market for small to medium-sized flats - the market which Cheung Kong dominates - to improve towards the end of the year.

## Japanese brokers declare a new-found confidence

Doubts remain about the durability of the rally on the Tokyo stock exchange, writes Robert Thomson

WHEN executives of Japan's leading brokerages paraded through the stock exchange building yesterday, announcing downward revisions of optimistic profit forecasts, they tentatively suggested that the worst of the three-year stock crisis may be over.

The revisions left only Nomura Securities expecting a net profit this year, a modest ¥2bn (€17m), but the figures were not as unimpressive as was likely in early February, when daily turnover of the Tokyo exchange was a mediocre 200m shares and the government intensified its campaign to prop up stock prices.

Japanese brokers' new-found confidence comes from an unexpected surge in trading volumes this month and from a turnaround in their own share prices. However, doubts remain about the rally's durability, and there are fears that a large wave of selling will knock the market down again when the new fiscal year begins on April 1.

"It is difficult to predict the future, but things may be getting better," said Mr Takashi Sumida, vice-president of Yamaichi Securities, which expects a pre-tax loss of ¥300m, following on a ¥520m setback in the previous year. It had forecast earlier that it would break even this year.

Like the other Big Four brokers, Yamaichi's losses would be larger but for the stock market's renewed vigour and the robustness of the domestic bond market. Nomura expects

JAPANESE BROKERS						
Estimates for year ending March 1993 (Ybn)						
	REVENUE		PRE-TAX PROFIT		NET PROFIT	
	1993	1992	1993	1992	1993	1992
Nomura	345	421.7	0	44.1	2	31.8
Daiwa	240	321.1	-8	9.3	-10	-43.5
Nikko	230	267.9	0	3.1	-11	-25.9
Yamaichi	185	231.4	-39	-36.5	-48	-53.2

profits of about ¥35bn from its bond operations and will be helped by a ¥14.6bn extraordinary profit on the sale of an Osaka office building to another member of its group, Nomura Land and Building.

Despite yesterday's announcements, brokers' final results will be heavily influenced by the movement of the Nikkei index over the next two weeks. The higher the year-end close, the lower the amount they will be forced to write-off as stock appraisal losses, which a friendly finance ministry allowed them to defer at the end of the first-half.

These write-offs could be particularly damaging for the 10 second-tier brokers. They forecast losses ranging from ¥9.9bn at Tokyo Securities to a daunting ¥50.3bn at Kanakura Securities, which had previously expected a more modest loss of ¥21bn.

The second-tier brokers are more reliant on commissions, making their profits more vulnerable during periods of weak prices and turnover. At its lowest moments this year, turnover was one-tenth of that seen during the "bubble" years of the late 1980s.

Ms Mineko Sasaki-Smith,

senior economist at Credit Suisse Research Japan, said the recent surge in turnover was due partly to increased interest in shares, but brokers were also trading heavily on their own accounts and public funds were still being pumped into the market. She said that, at present income levels, one of the mid-sized brokers would have to cut staff by 90 or more per cent to ensure a profit.

Until now, Japanese have announced "restructuring" plans seemingly based on expectations of a market turnover of around 400m shares a day, far above the level for much of this year. If the houses interpret the present revival of the market as a reason to delay deeper cuts in expenses, they will find it difficult to avoid a third year of embarrassing losses.

But Mr David Snoddy, financial specialist at Jardine Fleming, said the brokers were fortunate in that, unlike Japanese banks, their problems were to be found in the profit and loss statement, not on the balance sheet. "It's easier to address the P&L problem - they just have to keep cutting costs."

## Mandarin earnings rise to \$40m

MANDARIN Oriental International, the Jardine-controlled hotel group, yesterday reported an 8 per cent rise in net 1992 earnings to US\$40.3m from US\$37.5m in 1991.

Turnover rose 18.5 per cent to US\$148.4m from US\$125.7m. The company will pay a final dividend of 3.59 cents a share, making 5 cents a share for the year - the same as in 1991.

Mr Simon Kewick, chairman, said 1992 marked a return to profit growth for the company. He said the start to 1993 was encouraging and in line with expectations.

Turning to 1992, Mr Kewick painted a picture of uneven performance throughout Asia. Its hotels in Hong Kong and Philippines witnessed a pick-up in business.

In Thailand and Indonesia, they fared less well due to political disturbances in the former and tough market conditions in the latter.

He said Mandarin Oriental was continuing to pursue opportunities in the region. He gave an example its plan to operate a hotel in Kuala Lumpur.

## Sharp upturn for Swire Pacific

A SPARKLING year for property development helped Swire Pacific, the Hong Kong-based aviation, property and trading group, boost 1992 net earnings 43.5 per cent to HK\$4.4bn (US\$570m) from HK\$3bn in 1991.

The result, which was at the top end of analysts' expectations, was achieved on a 16 per cent rise in turnover to HK\$38.9bn from HK\$33.6bn. Cathay Pacific, the airline, contributed about HK\$1.5bn to profits both last year and in 1991.

Mr Peter Sutcliffe, chairman, said Swire Properties' profits had been substantially higher than in 1991. This reflected significant increases in income from the office, retail and res-

dential parts of its showcase Pacific Place development on Hong Kong Island.

He said Swire Properties had earned exceptional profits of HK\$998.2m from the sale of some office and residential properties, and the sale of an option to buy a property to Sun Hing Kai Properties. Analysts said the property group's contribution to operating profits rose by 11 per cent.

The industries division performed well last year, and strong growth was expected in 1993. Mr Sutcliffe said Swire Brothers in Hong Kong had a successful year and was benefiting from the centralisation of its bottling in a single plant. The US and China both performed well, he added.

The trading division's profits edged ahead, with improved performance from all its main businesses, particularly those in Taiwan, he said.

Swire Properties' property investment portfolio had grown and continued growth in rental income was expected. Mr Sutcliffe repeated his warning that 1993 was likely to be a more difficult year for Cathay Pacific than 1992, but overall the outlook for Swire Pacific was encouraging.

The directors declared a final B share dividend of 14.6 cents a share, making 28.6 cents for the year - a rise of 15.7 per cent over 1991. The final A share dividend was 74 cents a share making HK\$1.03 a share - up 15.7 per cent.

## Haeco agrees on \$63m China venture

HONG Kong Aircraft Engineering Company (Haeco), the Swire-controlled civil aviation maintenance company in Hong Kong, yesterday said it had reached agreement to construct and operate a US\$63m aircraft maintenance facility at Xiamen in China.

Haeco will join with the China Xiamen Corporation for International Techno-Co-operation (CXIC) to form Taikoo

(Xiamen) Aircraft Maintenance Company (TAMCO).

Haeco will take 41 per cent of the joint venture, Cathay Pacific will take 10 per cent and CXIC 30 per cent. Ownership of the remaining 19 per cent of the equity has yet to be placed.

The facility in Xiamen - a special economic zone in Fujian province - will consist of a hangar capable of accom-

modating two Boeing 747s, together with supporting workshops. It is expected to be operational in 1996 and will be financed equally by equity and bank loans.

Mr Shi Zhao-bin, secretary general of the Xiamen Communist party, said that the local government would make every effort to ensure the "smooth implementation of the project".

## Valeo accounts 1992 and dividend proposal

The Board of Directors of Valeo met on March 16, 1993 to close Valeo's accounts for the year 1992, after audit by the statutory and independent auditors of the Group.

FF millions	1992	1991	% change
Consolidated net sales	20,645	19,870	+ 4%
Group net income	753	600	+ 26%
Net income (after minority interests)	700	545	+ 28%
- in % sales -	3.4%	2.7%	
Cash flow	1,987	1,789	+ 11%
Investments	1,647	1,207	+ 36%
Situation at year-end			
Inventory	1,513	1,741	- 13%
Net borrowing	2,146	2,950	- 27%
Debt-to-equity ratio	28%	42%	- 33%

These definitive figures are in line with the estimated figures published by Valeo on February 5th:

- consolidated sales were up by 4% in 1992

- extraordinary charges have been fixed at a net amount of FF 450 million against FF 285 million in 1991

- Group net income rose to FF 753 million against FF 600 million in 1991

- net income after minority interests amounts to FF 700 million, that is an EPS of FF 55.6, against FF 54.5 million and FF 44.2 respectively in 1991.

Cash flow, at close of FF 2 billion (Group net income plus depreciation), has enabled the Group to finance its investment program, up by 36% in order to cover its adapta-

tion, productivity and international development requirements.

Strict management led to a reduction in inventory of 13% and a fall in net borrowing of 27% over the end of 1991.

Valeo's Board has decided to propose the payment of a net dividend of FF 7 per share, or FF 10.50 including tax credit, against a net dividend of FF 6 (FF 9 gross) in 1991, to the General Shareholders' Meeting to be held on June 16th next.

The extraordinary General Shareholders' Meeting held on March 11th, 1993 approved the issue of 308,106 new Valeo shares following the contribution in kind of Valeo

SpA shares. Valeo's new share capital now stands at FF 1,290,475,200, consisting of 12,904,752 shares with a par value of FF 100.

**Valeo**  
AUTOMOTIVE  
COMPONENTS

## SGA SOCIETE GENERALE ACCEPTANCE N.V.

JPY 25,000,000,000  
Step-Down Coupon Nikkei-Linked  
Notes due 1993

In accordance with the Terms and Conditions of the Notes, notice is hereby given that, pursuant to paragraph 5, "Redemption and Purchase"(c), the Redemption Amount to be applied to the Notes will be 0%, the result obtained from the calculation given by the formula:

JPY 100,000,000 x (1 + (3 x (18,009 - 38,144))) / 38,144

Payment of interest will be made on March 27, 1993 in accordance with condition 7 "Payment" of the Terms and Conditions of the Notes

THE PRINCIPAL PAYING AGENT SOGENAL  
SOCIETE GENERALE PARIS GROUP  
15, Avenue Emile Reuter  
Luxembourg

## MIDLAND INTERNATIONAL FINANCIAL SERVICES

GUARANTEED FLOATING RATE NOTES DUE 1997

For the period March 18, 1993 to June 16, 1993 the new rate has been fixed at 11.43% P.A.

Next payment date:  
June 18, 1993  
Coupon rate: 25 Amount:  
FRF 282.81 for the denomination of FRF 10 000  
FRF 292.26 for the denomination of FRF 10 000

THE PRINCIPAL PAYING AGENT SOGENAL  
SOCIETE GENERALE GROUP  
15, Avenue Emile Reuter  
Luxembourg

## NOTICE OF INTEREST RATE

To the Holders of International Bank for Reconstruction and Development

Unaudited U.S. Dollar Floating Rate Notes of 1995

In accordance with the provisions of the Notes, notice is hereby given that the above Notes will bear interest for the period from March 15, 1993 to and including June 14, 1993 at a rate per annum of 3.502627% payable on June 15, 1993 in the amount of \$95.51 in respect of each \$100.00 principal amount of Notes and \$2,237.78 in respect of each \$250.00 principal amount of Notes.

AMERICAN GUARANTY TRUST COMPANY  
1200 Avenue of the Americas, New York, New York 10020-1097  
Date: March 19, 1993

## BANCA DI ROMA

GRUPPO CASSA DI RISPARMIO DI ROMA

BANCA DI ROMA  
Registered Office in Rome, Via Marco Minghetti, 17  
Paid up Capital Lire 1.600 billion  
Reserves Lire 8.118 billion

Notice to the holders of A warrants and B warrants originating from Mediobanca International 1991 - 1996 Bonds with Banca di Roma (formerly Banco di Santo Spirito) warrant.

The Board of Directors of Banca di Roma has convened an ordinary and extraordinary shareholders General Meeting for the 30th April 1993 as a first convening, and, if necessary, for the 7th May 1993 as a second convening to approve, among other items, the 1992 Balance Sheet and the allocation of the dividend.

Consequently, in accordance with article 3 (C) of terms and conditions of the A warrants and with article 3 (C) of terms and conditions of the B warrants governing "Banca di Roma (formerly Banco di Santo Spirito) warrants" request to exercise said warrants may not be presented during the period between the 26th March 1993 and the day after the dividend payment, which date will be decided by the General Meeting.

The Chairman  
Pellegrino Capaldo

GRUPPO CREDITIZIO CASSA DI RISPARMIO DI ROMA

## FINANCE AND INVESTMENT IRELAND

The FT proposes to publish this survey on April 30 1993

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## NOTICE TO THE HOLDERS OF BANCO DI ROMA

ECU 100,000,000 84% Depositary Receipts Due 1993  
ECU 100,000,000 74% Depositary Receipts Due 1993  
\$75,000,000 96% Depositary Receipts Due 1993  
US\$100,000,000 10% Depositary Receipts Due 1994  
ECU 150,000,000 99% Depositary Receipts Due 1994  
ECU 200,000,000 Floating Rate Depositary Receipts Due 1997  
US\$200,000,000 Floating Rate Depositary Receipts Due 1997  
US\$75,000,000 Floating Rate Depositary Receipts Due 1997  
US\$200,000,000 Floating Rate Depositary Receipts Due 1999  
US\$200,000,000 Floating Rate Subordinated Loan Participation Certificates Due 2001

constituted (in the case of the above Depositary Receipts Issues), respectively, by Trust Deeds dated 8th June 1986, 8th June 1986, 12th June 1986, 25th January 1989, 28th June 1991, 30th January 1992, 8th July 1992, 2nd August 1990 and 28th December 1988 all made between Banco di Roma S.p.A. and The Law Debenture Trust Corporation p.l.c. and (in the case of the above Loan Participation Certificates) by a Trust Deed dated 24th June, 1988 between Morgan Guaranty Global Ltd and The Law Debenture Trust Corporation p.l.c.

## BANCO DI SANTO SPIRITO

US\$200,000,000 Floating Rate Depositary Receipts Due 1993

constituted by a Trust Deed dated 29th September 1988 made between Banco di Santo Spirito S.p.A. and The Law Debenture Trust Corporation p.l.c.

Warrants Series A  
Warrants Series B  
attached to the Notes

"Mediobanca International 9% 1991/1996"

Notices is hereby given that with effect from 1st August, 1992 BANCO DI ROMA S.p.A. and BANCO DI SANTO SPIRITO S.p.A. have entered into an agreement of merger whereby Banco di Roma S.p.A. merged into Banco di Santo Spirito S.p.A., which has changed its name to BANCO DI ROMA S.p.A. Banco di Roma S.p.A. has universally succeeded to and has, itself or through its branches, become the principal obligor under all of the deposits or loans referred to above.

The new corporate name will not be stamped on the Notes, Certificates or Warrants (together the "Securities"), nor will the Securities be exchanged for new ones. The Securities will continue to be listed on the Luxembourg Stock Exchange under the former name of Banco di Roma and Banco di Santo Spirito respectively followed by the new name of Banca di Roma.

For and on behalf of BANCO DI ROMA S.p.A.

BANQUE PARIBAS LUXEMBOURG

Boekend Anonymus

March 18, 1993

## COMMERCIAL UNION PRIVILEGE PORTFOLIO SICAV

Registered Office:  
41, avenue de la Gare Centre Messines, 8th floor  
L-1611 LUXEMBOURG  
R.C. Luxembourg K2549

## NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of shareholders of COMMERCIAL UNION PRIVILEGE PORTFOLIO SICAV will be held at its registered office, 41, avenue de la Gare, L-1611 Luxembourg, Grand-Duchy on Tuesday 6th April 1993 at 2.00 p.m. with the following agenda:

1. To receive and adopt the Directors' Report and the report of the Auditors for the year ended 31 December 1992;
2. To receive and adopt the Statement of Net Assets, Statement of Operations and Statement of Changes in Net Assets and in Issued Shares for the year ended 31 December 1992;
3. Discharge of the Directors and in Issued Shares for the year ended 31 December 1992;
4. To re-appoint the existing Directors and to authorise the Directors to fix the Auditors' remuneration;
5. To re-appoint Compagnie de Liquidation S.C. as Auditors;
6. Miscellaneous.

Voting  
The Resolutions may be passed without a quorum, by a simple majority of the votes cast at the meeting.

Voting arrangements  
In order to vote at the meeting, the holders of bearer shares must deposit their shares not later than 2 April 1993 either at the registered office of the Fund, or with any bank or financial institution acceptable to the Fund, and the relative Deposit Receipts (which may be obtained from the registered office of the Fund) must be forwarded to the registered office of the Fund (following the Meeting or any adjournment thereof).

The holders of registered shares must not deposit their certificates but can be present in person or represented by a duly appointed proxy.  
Shareholders who cannot attend the meeting in person are invited to send a duly completed Proxy form to the registered office to arrive not later than 2 April 1993, obtained from the registered office.  
The Board of Directors



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FIT 592 1993 1992  
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-10 435  
-11 253  
-58 592

analyst at Credit  
Japan, said  
large in turnover  
to increased  
but brokers  
heavily on  
public  
pumped  
market. She said  
that, since the  
move lower, one of  
the reasons would  
be staff by 90 or more  
to secure a profit.

now, Japanese  
have  
announced "recession"  
seemingly based  
on a market  
around 4000  
far above the  
level of this year. If  
the market is a  
proxy for the price  
of the market as a  
whole, it will find it  
difficult to find a  
third year of  
growth.

David Snoddy, financial  
analyst at Jardine  
Fleming, said  
brokers were  
not sure Japanese  
in previous years  
to the profit and loss  
of the balance  
sheet. He said  
"they just  
up rating costs."

lowered  
from 40  
to 30, might have  
been a warning on its  
downward movement  
in the already weak  
market.

Trout and Banking  
analysts were down-  
graded from 40, while  
analysts were low-  
ered from 30 to 20.

analyst at  
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# Disappointment at marginal fall in German discount rate

By Richard Waters in London and Karen Zagor in New York

THE GERMAN government bond market fell on disappointment at the Bundesbank's move to lower the discount rate yesterday by only 50 basis points, though other core European bond markets saw rate cuts in the wake of the German move.

Long-dated UK government bonds also bounced higher yesterday on a surprise fall in

## GOVERNMENT BONDS

unemployment figures, continuing a rally that has picked up after Tuesday's Budget.

The Bundesbank's cut in the discount rate to 7.5 per cent, together with the decision to leave the Lombard rate unchanged at 9 per cent, disappointed the bond market, which had hoped for a cut in the official rate. Although the move lowered the floor for official money market rates,

which currently stand at 8.25 per cent, it was taken to reflect the Bundesbank's intention of resisting pressure for cuts in interest rates too soon.

The German announcement was followed by rate cuts in Denmark, Switzerland, Belgium and the Netherlands. Rates in France remained unchanged as the franc weakened and 10-year bond prices slid by a third of a point.

On Liffe, the June bond futures contract opened at 95.95 and climbed to 96.05 before the Bundesbank news. The contract then slipped to 95.50, before gaining some ground to end the day at around 95.77.

On GILT, meanwhile, bounced by nearly a point at the longer end of the yield curve, as the market seized on signs that the UK economy was picking up, though not in a way that threatened a rise in inflation. Unemployment levels fell for the first time in three years, adding momentum to a market already buoyed by the firm

## FT FIXED INTEREST INDICES

	Mar 18	Mar 17	Mar 16	Mar 15	Mar 12	Mar 11
Govt Securities	97.73	97.74	97.73	97.74	97.75	97.76
Fixed Interest	112.91	112.90	112.89	112.88	112.87	112.86

Source: 100 Government Securities 15/10/92. Fixed Interest 15/10/92. Govt Securities 15/10/92. Fixed Interest 15/10/92. Govt Securities 15/10/92. Fixed Interest 15/10/92.

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## COMPANY NEWS: UK

Worsening trading conditions expected, perhaps continuing into 1994

## Arjo declines to £161m and cuts final

By Maggie Wray

ARJO WIGGINS Appleton, the paper group, yesterday announced a 30 per cent fall in pre-tax profits from £281m to £161m in 1992 and warned of worse to come in its European markets.

Mr Cob Stenham, chairman, said AWA expected "a further worsening of trading conditions in 1993, which may well continue into 1994."

However, Mr Alain Soulas, chief executive, said AWA had fared better than many of its competitors in Europe.

Mr Stenham said the company could not guarantee to maintain its 1992 dividend in 1993, although the decision on the final would be taken with a clearer view of 1994 prospects.

This time the final has been reduced from 5.05p to 3.85p, a sharper cut than had been expected when the interim was lowered to 2.65p (3.3p).

The group shocked shareholders in September when it announced the interim cut.

Analysts yesterday were still suspicious about dividend policy.

Some said it was driven by the interests of St Louis, the French group which holds a 39 per cent stake. Mr Stenham said the board had been unanimous on the payment.

He said AWA now aimed to keep dividend cover between 2 and 2½ times on average over a period of years. Earlier the policy was to keep cover within that range each year.

The 1992 dividend was covered 1.8 times by earnings per share of 11.5p (13p). Earnings were depressed by rise in the tax charge from 37 to 43.3 per cent. Mr Tony Isaac, finance director, warned that the rate would rise further this year, perhaps to 46 per cent.

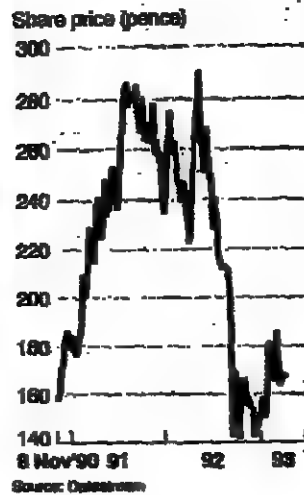
Group sales rose to £2.62bn (£2.49bn) but margins were squeezed by lower prices and operating profits fell from £347m to £180m.

Increased losses at Sopocor in Portugal, lifted the deficit from associates to £3m (£1.6m).



Alain Soulas: group fared better than many competitors

Arjo Wiggins



Gearing would rise further in 1993, he warned, to about 35 per cent, but would fall in 1994.

Operating profits from European paper making fell 48 per cent to £70.5m. Despite growth in demand for many grades, overcapacity led to lower

prices. Appleton Papers, in North America, increased profits by 12 per cent to £117m. Paper merchandising profits fell 11 per cent to £15.5m, after redundancy costs of £2.6m.

## COMMENT

AWA's shares rose 5p to 169p yesterday in relief, and are up 40p from the price they settled at on the day of the interim. AWA still has much fence mending to do with investors, especially any yield funds who have bought since September. There was some good news. Benefits from the merger two years ago are coming through and are expected to add about £22m to 1993 profits, with more to come. The burst of industry-wide capacity expansion inspired by the strong paper markets of the late 1980s is ending, even if it will take a couple of years before utilisation reaches a level which provides a decent return. Meanwhile a prospective pile of over 17 looks on the high side when the yield support is unreliable.

## Charles Baynes rises to £5.6m

By Catherine Milton

CHARLES Baynes, the specialist engineering and packaging distribution company, yesterday announced two acquisitions totalling nearly £10m and a rise in pre-tax profits from £4.47m to £5.58m.

The directors said that a one third drop in operating profits under new accounting rules was a better guide to performance in 1992 than pre-tax profits up by a quarter.

The group has adopted FRS 3 and has restated its 1991 figures accordingly. Operating profits fell to £4.13m (£5.05m). It will pay a final dividend of

0.9p (0.85p) bringing the total to 1.43p (1.36p) out of earnings per share of 2.8p (3.91p).

It bought Thomson Valves from Rolle-Royce for £7.5m and Industrial Precision Castings from Cookson Group for £1.5m. The acquisitions were partly funded by a 12.5m share placing with institutions which raised £6.8m, net of expenses. The number of shares in issue increased by 10 per cent.

The packaging division contributed £31.8m (£26.5m) including nine months of First Fast Packaging and the Trufo companies) to turnover and £1.8m (£1.5m) to operating profits. The engineering divisions' profits fell to £758,000 (£1.8m).

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for last year	Total for this year
Arjo Wiggins	3.85	May 28	5.05	8.9	8.35
Auto Security	3.05	June 4	2.85	5.9	4.9
Baynes (Charles)	0.9	May 29	0.85	1.43	1.36
Burford	0.85	May 6	0.5	1.15	0.95
Cattle's	2.8	May 14	2.3	4.74	3.6
Crabbe Vignola	4.25	July 1	7.25	7.25	7
CrestedCare	0.4	Apr 30	0.5	0.5	0.7
Davis Service	5.25	June 8	5.25	7.98	7.98
Edmond	0.15	July 2	1.2	0.5	1.85
Eng & Scott Inc	1.25	-	1.25	1.75	1.75
Erane Halshaw	7.65	May 14	7.65	11.25	11.25
Green (Ernest)	2.75	May 4	2.75	7	7
Guinness	8.5	June 1	7.75	11.85	10.8
Holders Tech	4	May 10	4	6	6
Kwik-Fit	2	May 10	2	3.35	3.35
Legal & General	12.9	-	12.6	18.1	18.8
M Currie Pacific	0.4	June 9	0.4	0.4	0.4
Quicke	2.75	June 11	2	4.6	3
Rea Brothers	0.25	May 7	0.25	0.5	0.5
Reed Int'l	7.25	-	10.75	12.75	16
Rentokil	1.87	May 12	0.83	2.31	1.21
Richart	6.5	May 26	8.75	11.15	10
Schroders	16	May 7	13	22	18
Telenor	0.8	July 1	0.6	0.8	0.6
United Biscuits	9.8	July 1	9.8	15.3	15.3
Vinten	5.1	July 1	4.8	7	6.8

Dividends shown pence per share net except where otherwise stated. 10c increased capital. \$USM stock. Includes 0.5p special. For nine months.

## Trimmed Davis Service advances 21% to £17.5m

By Hugh Carnegie

DAVIS SERVICE Group pushed up pre-tax profits by 21 per cent from £14.5m to £17.5m in 1992 on reduced turnover as the company shed its vehicle supply division.

Group turnover declined by 30 per cent to £247m (£308m), reflecting the disposal in April of its Godfrey Davis contract vehicle hire business and the subsequent disposal of two of the company's three Ford dealerships.

A provision of £1.5m was made for losses on the last remaining dealership which Davis is set to withdraw from this year.

But the combination into one division of the linen hire and laundry units with work wear services produced benefits which saw sales in textile maintenance rising to £112.5m (£107m) and operating profits moving up to from £11.7m

to £13.2m. Support services, which includes office, hospital and military centre cleaning, also moved ahead, returning sales of £53.3m (£44.5m) and profits of £3.07m (£2.5m).

Site services were held back by recession in the construction industry, but managed a rise in turnover to £46m (£44m), although profits were flat at £3.42m (£3.4m).

Mr John Ivey, chief executive, said he was looking for no more than a modest improvement in trading conditions this year.

"We are not factoring in a recovery," he said.

Adjusted earnings per share were up at 15p (12.98p). The proposed final dividend is 5.25p, making an unchanged total for the year of 7.98p.

## COMMENT

Davis has weathered the recession well. It reversed out of vehicle hire and car sales at the bottom of the cycle but may not regret missing the coming upturn there. It has focused instead on three core areas covering linen and work wear rental and laundry; cleaning and other labour support services; and the manufacture, sale and hire of portable buildings mainly for building sites and schools. These businesses look ominously vulnerable in a recession. But Davis has kept its head well above water by, for example, merging its work wear services with its linen and laundry operations to improve efficiency in its textile services division.

If and when the economy does turn around, Davis should be well placed to take advantage with pre-tax profits of £19.5m forecast for this year. The shares reflect the optimism, trading on a prospective pile of 15.

## Accounting change main factor in Spring Ram £13m shortfall

By Jane Fuller

SPRING RAM, the kitchens and bathrooms group, warned yesterday that its 1992 pre-tax profit would be about £13m less than the expected figure of about £26m.

It listed three main reasons. The biggest was that "profits amounting to £5.6m on certain contracts will now fall into 1993 in accordance with the recently announced financial reporting exposure draft (FRD 4)."

It is understood that this does not affect an exceptional gain of more than £5m made by selling its spare advanced corporation tax capacity to companies with unrelieved ACT.

This gain is offset against the £3m-plus additional charges being taken on Balbrachy Bathrooms, where false accounting was uncovered.

This means that the £26m pre-tax profit indicated yesterday will probably include a net exceptional gain.

Spring Ram said a further £4m deduction from expected profits was due to factory start-up and product development costs. It has built factories for doors and tiles.

The third category of profit cuts, amounting to £3.2m, covered depreciation and the treatment of government grants, both of which have been the subject of criticism by analysts.

The company said: "FRS 3 has been adopted and freehold buildings depreciated for the first time."

## Trafalgar faces legal threat

By Roland Rudd

TRAFALGAR HOUSE may be sued for failing to pay the second instalment to Davy Corporation shareholders following its controversial takeover of the stricken contractor.

Two former institutional shareholders in Davy have threatened legal action unless they receive compensation from Trafalgar, the construction, engineering and shipping group.

Bear Stearns, the US securities house, and Grass Partners, the US investment company, believe Trafalgar's offer document for Davy, acquired in June 1991, was misleading. Yesterday they sent a letter, through their solicitor, Goodman Derrick, to Mr Alan Clements, Trafalgar's chairman, asking for compensation to avoid litigation.

Trafalgar said: "There is no substance to the claims and we will resist them with the utmost vigour. The issues raised in the letter have previously been considered by the Takeover Panel, which ruled in Trafalgar's favour."

Trafalgar House's successful offer for Davy was in two parts, of 50p and 45p per share.

The second instalment depended on it drawing upon an £118m letter of credit from Midland & Scottish Resources, which was operating the Ocean Emerald Rig, in the North Sea.

Trafalgar was unable to draw upon the credit and therefore did not pay the second instalment, totalling £54m.

Trafalgar believes it was let down by MSE, which was unable to obtain a so-called section 10, ship mortgage guarantee, from the Department of Trade and Industry.

However, Goodman Derrick's letter says: "It seems to us - and to leading Counsel - that it must have been well-known to all those concerned on behalf of Trafalgar House that at the time of the offer document, it was far from a formality to expect the section 10 certificate to be forthcoming from the DTI."

"By referring only to the need for contract completion... our clients were misled into believing that the only conditions which had to be complied with related to completion of the contract and its related formalities."

Bear Stearns and Grass Partners believe they lost £1.4m and £471,000 respectively - the difference between the price received for the shares, 50p, and the highest market figure in the relevant period, which was 91p.

Mr Barry Cohen, senior managing director of Bear Stearns, said: "There are a lot of disgruntled former Davy institutional shareholders."

## Rentokil acts on Budget proposal as profits leap

By Angus Foster

RENTOKIL Group, the environmental and property services concern, yesterday became the first company to recommend an increased dividend to compensate for changes in the rate of advance corporation tax announced in Tuesday's budget.

The company is recommending a 38.5 per cent net dividend increase so its gross dividend is lifted in line with earnings, by nearly 30 per cent. Rentokil said it did not want shareholders receiving gross dividends or paying higher rate income tax to lose out because of the changes.

"We wanted to put shareholders in the same position they would have been if the Chancellor had not changed [the rules]," according to Mr Christopher Pearce, group financial director.

Mr Clive Thompson, group chief executive, said the increase aimed to compensate pension fund shareholders rather than Sophus Berendsen of Denmark, Rentokil's parent company, which was also affected by the ACT changes.

Rentokil said pre-tax profits increased 28 per cent, from £94.6m to £122.4m, in the year to December 31 helped by growth in continental Europe and by currency factors. At the interim stage, profits increased 21 per cent to £51.1m.

Operating profits increased 27 per cent to £117.7m. Because the company uses year end rather than average exchange rates, there was an £8.8m exchange rate gain following sterling's fall in value in the last quarter.

Interest income increased from £1.6m to £4.65m as the company's net cash position more than doubled to £80.2m.

There was an extraordinary cost of £7.64m to complete work recommended by the US Environmental Protection Agency at a wood treatment site in Virginia. The total cost of cleaning up the site has now risen to about £22m (£15.4m). No further provisions are expected.

Earnings increased 28 per cent to £0.018p. A final dividend of 1.57p is proposed, to make a total of 2.31p (1.632p) for the year.

## COMMENT

If one wanted to be nasty, one could argue Rentokil's pledge of 20 per cent growth "forever" was met last year through default rather than design. Without sterling's exit from the ERM and the decision not to adopt FRS 3, which would have turned the extraordinary into an exceptional, profits would have been only 12 per cent ahead. However, given "only" is still impressive, that showed the company is not recession proof. The real question is how long Rentokil deserves its heady premium. Forecast profits of £148m this year put the shares on more than 23 times. The company and its stock market supporters believe 20 per cent growth will be easy this year and there is still much scope for expansion in Europe and the Far East. Even so, following their giddy rise since last September the shares look in need of a breather, notwithstanding yesterday's 6p fall to 344p.

## Clark board to meet on bid proposals

THE BOARD of C&J Clark, Britain's second largest shoe manufacturer, is expected to meet on Monday to decide which of the three bids for the company it will recommend to shareholders, writes Peggy Hollinger.

It is likely that the debate will be heated, with several board members expected to object to a proposal to offer the chosen bidder exclusive rights to due diligence for a certain period. This could, in effect, deter a bid from an outside party.

The company and its advisers, Schroders, are considering offers from shoe manufacturer FFI, a consortium of existing shareholders backed by Electra Investment Trust, and an informal approach from Berisford, the foods and property group.

It is believed that Berisford has set certain conditions for making a formal offer including exclusive rights to pursue

due diligence and the board's approval.

If it goes ahead, the offer would be an all-share deal with some members of the Clark board likely to be invited onto Berisford's executive.

Berisford is believed to be interested in the brand opportunities offered by Clark's shoes. The consortium of existing institutional investors, backed by Electra Investment Trust, is believed to be offering about 200p a share, valuing Clark at £154m. The consortium hopes to buy out the family's 70 per cent holding, but would back the existing management.

FFI, meanwhile, is believed to have made an offer of shares or cash, valuing Clark at £140m.

A group of board members, who claim to represent some 5 per cent of the Clark family holding, objected to an initial bid approach backed by Electra Investment Trust last year.

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Copies of the Statement of Particulars of the proposed transfer are available for inspection at Lombard's offices at Lombard Continental House, 182 High Street, Tonbridge, Kent TN9 1BY, at all times during normal business hours until 20th May 1993.

Written representations concerning the transfer may be sent to the Secretary of State for Trade and Industry at the Department of Trade and Industry, Insurance Division, 10-18 Victoria Street, London, SW1H 0NN before 20th May 1993. The Secretary of State will not determine the application until after considering any representations made to him before that date.

Lombard Continental Insurance plc

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FT SURVEYS

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FT SURVEYS



## Restructure bears fruit as Coats rises to £109m

By Daniel Green

COATS VIYELLA'S pre-tax profit for 1992 rose to £109.1m compared with £96.7m, as three years of restructuring began to bear fruit.

The figures have been prepared for the first time in accordance with the accounting standards FRS 3 and draft standard FRED 3, the latter reclassifying convertible preference shares as debt and the associated costs as financing costs.

Excluding these two standards pre-tax profits would have been £122m compared with £111.4m in 1991.

Turnover rose 6.5 per cent to £2.11bn and operating profits increased 19.7 per cent to £146.2m.

The dividend for the year is raised by 0.25p to 7.25p with a final of 4.35p. Earnings per share were given as 10.2p against 10p.

The shares rose 11p to 245p.

"Given the economic circumstances, the results are very good," said Mr Neville Bain, chief executive.

The prospects for 1993 were even brighter largely thanks to the fall in the value of sterling.

Mr Bain pointed out that this was already encouraging retailers in the UK and exports markets to consider switching suppliers to the UK.

"£1.50 to the pound is just what we've been looking for for many years," said Sir David Alliance, chairman.

The company earns most of its profits outside the UK, but the domestic market was a strong performer in 1992 with operating profits at £60m (£57.5m) as a result of restructuring and the economies of scale arising from the Tootal merger nearly two years ago.

Again Brazil was the main problem concerning results. Sales fell by 40 per cent amid local economic uncertainty.

The Brazilian losses cannot be offset against previous years' profits and pushed the tax charge up to 40.1 per cent compared with 37.8 per cent in 1991.

Cash flow remained negative, but Coats expects the figure to be positive for 1993-94 as a cash release programme continues and restructuring costs fall.

The benefits of the first full year of Tootal's contribution showed up in the £83.9m (£85.9m) operating profits from the thread division, excluding the Brazilian losses.

The market registered approval of earnings and profits at the top of the range of expectations by taking the shares up to a current price of about 24. This can be justified if the fall in sterling boosts turnover, margins and market share, if the tax charge can be cut by several percentage points, if thread margins filter through to the other divisions and if the Brazilian profits hole is sewn up.

That is a lot of ifs, given that in the current year, pre-tax profits would do well to rise much beyond £145m with a prospective price in the high teens. The company is doing well, but further investment in the shares is for the long term only.

**COMMENT**

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Another shareholder, who earlier described the bank's management as "a shambles", said Mr Buxton had indicated that he was trying to appoint a chief executive swiftly.

Mr Buxton, who was appointed chairman in January, has said he wants to split his two roles "as quickly as possible".

A fund manager at one institution, who had earlier said he had strong reservations about both Mr Buxton's intentions and the abilities of the bank's board, said his perception had changed somewhat. "I think he is genuinely committed to working with shareholders."

Mr Buxton told the Financial Times before starting his meetings that "a significant part" of

## A tour of investors buys time for the bank

Barclays' chief meets dissatisfied shareholders. John Gapper and Norma Cohen report

MR ANDREW Buxton, chairman and chief executive of Barclays Bank, seems to have won some time. His tour of shareholders in the past two weeks following the announcement of a £242m pre-tax loss for 1992 has not reassured all of them. But it has — at least temporarily — mollified some.

Mr Buxton has arrived on his own at the meetings and asked to see only the top one or two executives of each fund.

"I got the feeling he realises the level of dissatisfaction," said the chief of one investment company after a meeting with Mr Buxton last week. "I think the will is there."

Mr Buxton asked at least one investor whether he should resign. But most investors say they believe he deserves some time to show that Barclays management is getting better.

"A lynch mob is not being gathered. We just responded to his invitation to talk and listen," said one shareholder.

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Andrew Buxton: urged shareholders to make future complaints directly to the bank

his responsibilities would be passed to a new senior executive this year. But he did not specify to shareholders when this decision would be made, or whether an outsider would be appointed.

"At least he was making the effort to come and listen to shareholders. That is quite a change from last year, when we were told he was going to be chairman and chief executive without any consultation," said one investor.

Shareholders started expressing discontent over Mr Buxton's appointment to both roles last summer. Most now want an early disclosure of how the

roles will be split, and would like to see an outsider appointed. They are also keen to be shown that the bank's assessment of loan risks has improved.

"The whole problem is that Barclays gives an impression of lurching along. It is important for them to convey a sense of direction and purpose from the top," said one investor.

Most investors contacted by the Financial Times believe the bank deserves some months to make its reforms.

Not everyone is sanguine about giving such time. "I think his position is totally untenable. He cannot distance

himself from the mistakes Barclays made, and he has shown crass insensitivity by rejecting the advice many of us gave about his appointment," said an institutional investor.

There is some division of opinion among shareholders about how corporate governance should be altered. Most investors favour bringing in a chief executive, but at least one fund would prefer to see Mr Buxton stay only as chief executive while a chairman is appointed from outside.

Resentment about the bank's performance last year, when investors who expressed concern say they were given the

impression that they were in a small minority.

Mr Buxton has impressed upon investors his desire to keep future discussions about management changes at Barclays private. In his contacts with shareholders, he urged them to make any future complaints directly to the bank, rather than discussing them with journalists.

Shareholders said they were still uncertain about whether Barclays had learnt from its poor lending in the property and construction sectors during the late 1980s. One investor said Mr Buxton had been "quietly positive" about the reforms the bank was undertaking to reduce future bad debts.

Some remain concerned that Barclays has not yet made a clear decision to reduce exposure to property lending. "He said loans are assessed on an account-by-account basis," said one shareholder. "The fact that the bank's past controls allowed property lending to rise worries some."

Barclays has signalled its intention to impose tighter controls on its lending portfolio by appointing Mr Alan Brown, formerly the head of its Japan operations, to the new post of director group credit policy. His task will be to balance its portfolio, but he only took up his job this month.

Mr Buxton will have further meetings next week. Investors he has met so far appear willing to give the bank a breathing space — perhaps until the interim results — to show it is changing. But the level of discontent has been subdued, rather than banished entirely, by Mr Buxton's tour.

## Reed Intl 10% up at £137m prior to merger

By Andrew Bolger

REED International, the publishing group, increased its pre-tax profits by 10.2 per cent to £137m in the nine months to December 31, its last separate reporting period before the merger with Elsevier of the Netherlands took effect.

Sales rose by 5 per cent to £1.2bn (£1.14bn). Reed said that with little sign of economic recovery in the UK and only a weak upturn in the US, most of the profits upturn was attributable to strong market positions and greater efficiency.

Books continued to show strong growth and increased operating profit by 38 per cent to £46.9m, largely due to improved margins and cost control. Underlying performance grew in all three divisions — professional, education and consumer.

The largest profit gain was in Butterworths. Reed said several acquisitions contributed to this result, but the main impetus came from production savings and control of overheads. A strong publishing programme contributed to a good result from consumer books.

Consumer publishing, comprising IPC magazines and Reed regional newspapers, increased operating profits by 25 per cent to £20.4m. It was helped by the return to profitability in the television listing section and because IPC's core consumer magazines and the regional newspapers both performed well, in spite of a fall of revenue.

At IPC magazines, the downturn in advertising volumes was partly offset by higher cir-

ulation revenue. At Reed regional newspapers, the increase in operating profits was largely because of cost-cutting, although the group said many titles had strengthened their market positions.

Business to business publishing increased operating profits by 38 per cent to £21.2m. In the US, Cahnners performed strongly in the medical and specialist consumer sectors. Costs were cut through keen paper and print buying, the implementation of pre-press technology and job losses. In the UK, Reed business publishing closed three magazines or merged and various activities were centralised, leading to greater efficiency.

Operating profits from travel and information services were 18 per cent down at £35.1m because of higher development costs, the replacing of a major UK directory and difficult trading conditions in the US hotel market. In spite of adverse trading conditions, Reed travel group increased both revenue and profit by focusing on core activities.

Reference publishing saw operating profits dip to £7.2m (£7.5m) and profits from exhibitions and events to £7.3m (£7.6m). Reed said both businesses were heavily geared towards the first calendar quarter, so the results did not give a true indication of the underlying performance.

Earnings per share rose 9.8 per cent to 17.3p (15.7p).

A final dividend of 7.25p gives a total for the nine months of 12.75p, an increase of 6 per cent on a pro-rata basis.

## Disposal helps ASH profit leap to £45m

Peggy Hollinger

A profit of £32m on the sale of its loss prevention business helped Automated Security (Holdings) report a sharp jump in pre-tax profits from £3.3m to £45.1m for the year to November 30.

The pre-tax increase — with 1991 profits restated to meet new accounting standards — was achieved on sales 11 per cent lower at £173.2m. At the operating level, profits rose from £25.5m to £28.5m.

During the year, ASE sold its European security and specialist CCTV business for £163m. The group also cut 620 jobs in the UK and US, resulting in redundancy costs of £3.7m.

Lord Lane of Horsell, deputy chairman, said the rationalisation completed during the year had left ASE "very much better both financially and operationally".

Profits from continuing operations increased by 6 per cent to £24m. However, Lord Horsell said that excluding the loss prevention business, pre-tax profits were £14.8m. This would be the benchmark by which ASE's future performance should be compared, he said.

Lord Horsell felt cautious about the immediate outlook in the group's two main markets — the UK and US. The final dividend is increased by 8 per cent to 3.05p, for a total of 5.5p (4.9p). Earnings per share of 35.5p compared with losses last time of 6.6p. Excluding the disposal proceeds, earnings were 8.8p.

## Schroders expected to reveal inner reserves of £80m in next results

By Robert Peeton, Banking Editor

SCHRODERS is likely to disclose next year that it has about £80m in hidden reserves. The merchant bank said yesterday that it would publish its inner or hidden reserves in its next set of full year results.

Analysis with a close knowledge of the group said these would be in the range of between 15 and 20 per cent of its £462m in published capital and reserves — a far higher proportion than most of its rivals.

Schroders also yesterday disclosed that it made after-tax profits of £64m, 23 per cent more than the previous year, excluding an extraordinary item.

Pre-tax profits, after the transfer of an undisclosed sum to inner reserves, were £67m, 20 per cent higher. "We are particularly pleased with the result, given that other mer-

chant banks are finding conditions more difficult," said Mr Win Bischoff, chief executive.

He said that more than half the group's revenues now derive from outside the UK, although a large proportion of these were treated in its accounts as UK profits.

Last year's fall in the pound boosted by £5m the value of Schroders' overseas profits on translation into sterling. There was a similar benefit to the sterling value of funds managed by the group, which rose in the year from £27.7bn to £28.1bn. Mr Bischoff said that some £40m of that growth was due to the translation effects of sterling's fall.

Corporate finance operations, which are the traditional heart of the group, acted in 99 transactions worldwide, with a value of £26m. Of these, £23.3m were international.

The final dividend is 16p, making 22p for the year, a rise of 22 per cent. A 1-for-1 scrip issue is also proposed.

### LEGAL NOTICES

UNITED STATES BANKRUPTCY COURT  
SOUTHERN DISTRICT OF NEW YORK  
In re  
MAXWELL COMMUNICATION  
CORPORATION, Inc., et al.

Chapter 11,  
Case No. 91-B-15741 (TLB)  
Jointly Administered

### NOTICE OF HEARING TO CONSIDER APPROVAL OF PROPOSED DISCLOSURE STATEMENT, PROPOSED UNSECURED CLAIMS BAR DATE PROCEDURES, AND OTHER RELIEF

PLEASE TAKE NOTICE that a hearing (the "Approval Hearing") shall be held before the Honorable Tina L. Brozman, United States Bankruptcy Judge, on April 26, 1993 at 10:00 a.m. in Room 621 of the United States Bankruptcy Court for the Southern District of New York, Alexander Hamilton U.S. Custom House, One Bowling Green, New York, New York 10004 (the "Bankruptcy Court") or in some thereafter set court, to consider the proposed disclosure statement and the proposed unsecured claims bar date procedures, and other relief requested by the debtor (the "Application") of Andrew Mark Homan, Colin Graham Bird, Jonathan Gray Anthony Phillips and Alan Rae Dechard, Joint Administrators (the "Joint Administrators") for Maxwell Communication Corporation, its debtors and debtor in possession ("MCC"), for entry of an order or orders at the Approval Hearing (the "Proposed Disclosure Statement Approval Order").

1. Pursuant to Rules 2017 and 2003 of the Federal Rules of Bankruptcy Procedure (the "Bankruptcy Rules") and Sections 1125, 501, 1111, and 1105 of title 11 of the United States Code, 11 U.S.C. §§ 101 et seq. (the "Bankruptcy Code"),

(a) approving MCC's proposed disclosure statement filed February 25, 1993 (as same may be amended prior to the Approval Hearing), the "Proposed Disclosure Statement" submitted in connection with its Plan of Reorganization dated and filed February 11, 1993 (as same may be amended prior to the Approval Hearing) of the Proposed Disclosure Statement or as otherwise provided therein, the "Plan", as containing "adequate information" as such term is used in Section 1125 of the Bankruptcy Code; and

(b) authorizing MCC, by the Joint Administrators, to solicit acceptances or rejections of the Plan, pursuant to the Bankruptcy Code, and the related Scheme of Arrangement, which is attached as an exhibit to the Plan (as same may be amended under English law, the "Scheme"), pursuant to English law, from holders of Class 3A Claims (capitalized terms used but not defined herein shall have the meanings ascribed to them in Annexure 1 to the Plan) against MCC, by the transmission of a copy of the Proposed Disclosure Statement as approved by the Bankruptcy Court (the "Approved Disclosure Statement"), the English Explanatory Statement describing the Scheme, and related documents (including a cover letter from the Administrators) to each such holder of such a Class 3A Claim authorized to vote on the Plan;

2. Authorizing the timing and manner for the solicitation of acceptances or rejections of the Plan and establishing voting and other procedures in connection therewith, including claims allowance procedures for voting purposes only;

3. Approving the form of ballot to be used by MCC in conjunction with the solicitation of votes on the Plan;

4. Approving the form of all supplemental solicitation materials marked for identification and introduced as exhibits on the record of the Approval Hearing (which shall be filed with the Bankruptcy Court and provided to parties to the Plan or to prior to the Approval Hearing);

5. Scheduling a hearing to consider confirmation of the Plan, pursuant to Section 1129 of the Bankruptcy Code ("Confirmation");

6. Fixing the time and manner for filing objections to Confirmation of the Plan;

7. Establishing the Unsecured Claims Bar Date procedure proposed by the Application, which (a) permits Proofs of Claims to be filed in the United States or Notices of Claims to be lodged in England, (b) provides for a subsequent order to be entered by this Court fixing the actual calendar date that is the deadline for the filing of proofs of claims in the United States that is consistent with the Plan and falls 60 days after the Effective Date (as defined in the Annexure to the Plan) or if that day is not a business day in London and New York, the next succeeding day which is a business day in London and New York, (c) prescribes a form of notice of the United States Bar Date and the English Claims Date, and (d) approves the uniform form of Proof of Claims and Notices of Claims attached as Annexure 2 to the Plan and the Scheme; and

8. Granting such other and further relief as this Court may deem just and proper.

PLEASE TAKE FURTHER NOTICE that all objections to the adequacy of the Proposed Disclosure Statement or such other relief requested in the Application with respect to the Proposed Disclosure Statement Approval Order (a) shall be in writing, (b) shall comply with the Bankruptcy Rules and the Local Bankruptcy Rules of this Court, (c) shall set forth the name of the objector and the nature and amount of any claim or interest alleged by such objector against MCC's estate or property, (d) shall state with particularity the legal and factual basis for such objection, and (e) shall be filed with the Clerk of Bankruptcy Court (with a courtesy copy provided directly to chambers), and a copy thereof served, by hand or by overnight delivery service, upon (i) counsel to the Joint Administrators, Milbank, Tweed, Hadley & McCloy, 1 Chase Manhattan Plaza, New York, New York 10005, Attn: John G. Gellene, Esq., (ii) counsel to MCC, Wilkie Farr & Gallagher, One Citicorp Center, 155 East 53rd Street, New York, New York 10022-6669, Attn: Donna Lieberman, Esq., (iii) counsel to the Examiner, Hobb & Olin, One State Street, Hartford, Connecticut 06103-3178, Attn: Evan Fancher, Esq., (iv) counsel to the UK Creditors Committee, Wachtell, Lipton, Rosen & Katz, 290 Park Avenue, New York, New York 10017, Attn: Meyer G. Kopylov, Esq., and (v) the Office of United States Trustee, 80 Broad Street, New York, New York 10004, Attn: Arthur Gonzalez, Esq., such that all objections are received no later than April 15, 1993.

PLEASE TAKE FURTHER NOTICE that this is not a solicitation of acceptance or rejection of the Plan or the Scheme (which is annexed as an exhibit to the Plan). Acceptances of the Plan may not be solicited until the Proposed Disclosure Statement becomes the Approved Disclosure Statement pursuant to an order of the Bankruptcy Court.

PLEASE TAKE FURTHER NOTICE that a copy of the Proposed Disclosure Statement, the Plan, the Bankruptcy Court's Order scheduling the Approval Hearing, and the Application are on file with the Clerk of the Bankruptcy Court, Alexander Hamilton U.S. Custom House, One Bowling Green, New York, New York 10004-1408, and may be examined by any interested party at any time during regular business hours. In accordance with Bankruptcy Rule 3017(a), any party in interest may obtain a copy of any such documents by submitting a written request for such documents to Milbank, Tweed, Hadley & McCloy, 1 Chase Manhattan Plaza, New York, New York 10005, Attn: MCC Disclosure Statement Clerk (fax number: (212) 530-5219).

PLEASE TAKE FURTHER NOTICE that MCC reserves its right to file an amendment or amendments (i) to the Plan, as provided therein or otherwise pursuant to the Bankruptcy Code and the Bankruptcy Rules, or (ii) to the Proposed Disclosure Statement, at any time prior to the Bankruptcy Court's entry of an order granting substantially all of the relief set forth in the Proposed Disclosure Statement Approval Order, or as otherwise provided pursuant to the Bankruptcy Code and the Bankruptcy Rules.

PLEASE TAKE FURTHER NOTICE that upon the Bankruptcy Court's approval of the Proposed Disclosure Statement, holders of impaired claims against MCC will receive copies of the Approved Disclosure Statement, the Plan (including the Scheme annexed as an exhibit thereto) and related documents.

PLEASE TAKE FURTHER NOTICE that the Disclosure Statement Approval Hearing may be adjourned from time to time without prior notice to creditors or interested parties other than the announcement of the adjourned date by the Bankruptcy Court on the Hearing Date as it may be continued from time to time for the Approval Hearing.

Dated: New York, New York  
March 5, 1993

BY ORDER OF THE BANKRUPTCY COURT  
HONORABLE TINA L. BROZMAN  
United States Bankruptcy Judge  
United States Bankruptcy Court  
Alexander Hamilton U.S. Custom House  
One Bowling Green  
New York, New York 10004-1408

MILBANK, TWEED, HADLEY & MCCLOY  
1 Chase Manhattan Plaza  
New York, New York 10005  
Attn: John J. Torome, Esq.  
John G. Gellene, Esq.  
Attorneys for the Joint Administrators

This announcement appears on a special occasion. March 19, 1993

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## COMPANY NEWS: UK

Nursing home operator plans to raise £63m

## Westminster Health float gives £130m tag

By Maggie Urry

WESTMINSTER Health Care, the nursing home operator, is planning to raise £63m through a flotation likely to value the group at over £130m.

WHC yesterday issued the prospectus for the float, which will involve a placing with institutions and a clawback of up to 25 per cent for the public.

The group is forecasting pre-tax profits for the year to May 31 1993 of £3.55m, up from £1.67m.

On a pro-forma basis, taking the proceeds of the flotation into account, the pre-tax forecast is £7.94m.

With a 10 per cent charge, and applying a multiple in line with Taka, the nearest comparable quoted company, analysts expect a market value of over £130m. Net assets after the float will be £79.5m.

WHC has expanded rapidly since it was founded in 1985. It

has been backed by National Medical Enterprises, a leading US health care group.

NME's stake will fall below 50 per cent through the float, but neither it nor any other existing shareholders will sell shares in the float. NME promised not to sell any shares for a year afterwards. WHC and NME have a non-competition arrangement.

The prospectus referred to legal proceedings against NME in the US, relating to allegations of improper and unlawful practices at its psychiatric hospitals, but says that "these matters do not involve WHC or any of the non-executive directors nominated by NME".

WHC will have 2,236 beds in operation in 47 homes by the end of May, with another 600 beds in development and a further 300 beds planned.

Mr Pat Carter, chief executive, said the market for private nursing homes is worth £2.2bn a year and there will be demand for 77,000 extra beds

by the end of the century because of demographic changes.

Capital expenditure is likely to be between £20m and £25m a year, Mr Kent Phippen, finance director, said. The group has a £40.5m bank facility and a further £10m loan from NME.

After the float it does not expect to raise further equity capital for two years.

WHC's policy on interest is to capitalise it up to the day a new home opens. After that it is charged to the profit and loss account.

Practices in the industry vary, with WHC more conservative than some.

Frising for the issue will be announced on March 31, with applications closing on April 8 and dealings expected to start on April 15.

The public can register for a mini-prospectus from today by ringing 0500 340050. Sponsors are Barclays de Zoete Wedd and brokers are de Zoete & Bevan.

## Cookson raising £45m via assets sale

By Paul Taylor

COOKSON GROUP, the industrial materials company which launched a £185m 1-for-4 rights issue earlier this month, is raising another £45m through the sale of a number of non-core businesses.

The move is part of the management's strategy of selective disposals to refocus the group on four product divisions: electronic material, ceramics, engineered products and plastics.

Cookson has sold the business, and some manufacturing assets, of its Industrial Precision Castings subsidiary to Chrysler.

Minnesota-based Spectrum Colours, which produces colour concentrates for plastics manufacturers, is being sold to Sandoz Chemicals.

Agreement has also been reached on the sale of Cookson's 80 per cent stake in IST Laboratories, an engineering design house founded in 1987 which develops specialist integrated circuits.

Finally, the group is selling its US specialty plastics compounding businesses, Monmouth Plastics and Texopol to MA Hanna.

The businesses being sold had turnover of about £23m in 1992. After exceptional items, Monmouth, Texopol and Spectrum had combined operating profits of £3.3m last year, while IPC and IST incurred operating losses after exceptional items of about £4.1m.

## Northern Foods makes £2m purchase

Northern Foods has expanded its specialty breads business through the acquisition of Grand Metropolitan's Oakland burger bun and pizza dough operation.

Consideration amounts to about £2.2m cash, dependent on future volumes. Oakland's sales in the 12 months to September 1992 were some £10m.

## Shopacheck boost for Cattle's

By Paul Taylor

CATTLE'S (Holdings) reported a 27 per cent increase in pre-tax profits for 1992, mainly as a result of the continuing strong performance of its consumer credit business.

Profits increased to £12.4m (£9.8m) on turnover lower at £217.8m (£244.7m) mainly reflecting the flotation of a 55 per cent stake in Rosebys, the curtain and linen stores group, early last year.

The core consumer credit division, led by Shopacheck,

the door-to-door weekly credit business, increased profits to £12.3m (£9m) on turnover of £167.1m (£154.5m).

Mr Eddie Cran, chief executive, said the gain highlighted the rationalisation benefits following the acquisition of Compass Credit at the end of 1990. He added that the charge for bad debts fell "despite the difficult economic background".

The insurance services division lifted profits to £800,000 (£600,000) while the hire purchase and leasing division reduced losses to £1.1m (£1.5m)

despite a continuing high level of write-offs and increases in bad debt provisions reflecting the problems of its small business customers.

The group has reduced its non-core activities, selling the Indoor Leisure Centre at a small loss in December and reducing the size of the retail video film hire and travel agency businesses and charging closure costs against profits.

Rosebys' contribution to pre-tax profits as an associate was £1.1m last year compared to £2.2m in the previous year

when it was a wholly owned subsidiary. The disposal realised a surplus of £4.6m, of which £3.2m was transferred to reserves in respect of goodwill previously written off, and £1.4m was credited to the profit and loss account as an extraordinary profit.

Earnings increased to 7.82p (6.13p) per share; a recommended final dividend of 2.8p lifts the total for the year from 3.8p to 4.7p, including a special distribution of 0.5p.

## Buoyant exports lift Rotork

By Angus Foster

STRONG SALES to UK water companies and the world oil industry led to double digit profits growth at Rotork, the designer and assembler of valve actuators and associated electronic control systems, in 1992.

Annual pre-tax profits increased by 10.5 per cent from £9.5m to £10.5m. At the interim stage, profits increased 11 per cent to £4.4m.

Mr Tom Rennie, chief executive, said that while many smaller UK companies were affected by recession, Rotork had benefited from buoyant export orders.

"We're picking up business from all around the world," he said.

Turnover increased 11 per cent from £51.5m to £57.1m.

Rotork Actuation, the valve division which accounts for more than 80 per cent of sales, performed well. Order levels improved "appreciably" from a year ago, with especially strong growth in the final quarter.

The much smaller analysis division, which supplies air monitoring equipment, made a small operating profit after losses in the previous year. However, the division's sales are likely to remain subdued until stricter environmental rules on pol-

lution are in force. Earnings increased 10 per cent to 22.65p (20.65p) per share. The recommended final dividend of 6.5p makes a total of 11.15p (10p).

Rotork's shares, which have performed strongly since 1991, added a further 3p to 448p yesterday, compared to their 12-month low of 258p.

Because of the share price rise, and in order to improve the liquidity of the shares, the directors are proposing a 1-for-1 one share split, immediately followed by a 1-for-2 capitalisation issue. This will increase the issued share capital from 28.9m to 86.7m shares.

## Ernest Green declines 35% to £302,000

Ernest Green & Partners Holdings, the structural, civil and environmental engineering consultancy, saw interim pre-tax profits decline by 35 per cent from £468,000 to £302,000 on reduced sales of £3.64m, against £4.03m.

Mr David Legg, chairman, referred to the depressed level of construction work, but measures to match resources and costs to work available had enabled the company to remain profitable in the six months to December 31.

In the previous five half the USM-quoted company had carried rationalisation costs of £142,000, offset partly by £128,000 from property sales.

An unchanged interim dividend of 2.75p is payable from earnings of 3.8p (4.8p).

## CrestaCare cuts losses to £1.49m

CRESTACARE, the nursing home operator which is selling its sheltered housing and commercial property activities, recorded a reduced loss before tax in 1992 of £1.49m, against £1.2m, writes Maggie Urry.

The group made an operating profit of £3.5m (loss £138,000) on turnover up by half to £26.5m, compared with £17.3m.

A change in accounting policy meant a £3m adverse revaluation of the 1992 figures. CrestaCare is now charging costs incurred after a home opens to the profit and loss account. Previously it had deferred such costs until the home reached a certain occupancy rate. The operating profit from

nursing homes rose from £1.2m (restated from £3.5m) to £4.16m. Other activities lost £229,000 (£1.66m). The interest charge was lower at £2.9m (£4.58m).

Exceptional costs of £2.5m (£12.6m) largely reflected property write-downs. There was a retained loss of £2m (£15.5m) and losses per share were 1.8p (18.2p).

The good result from nursing homes encouraged the group to declare a 0.4p final dividend (nil), to give a total of 0.5p (0.7p).

Year and borrowings were £21.2m, compared with net assets of £28.2m but the group expects to raise between £8.5m and £9m from property sales.

## FMT ends search for European partner via link with Rambaudi

By Andrew Baxter

FMT, the Brighton-based machine tool producer which was bought out from Vickers in 1988, yesterday announced a co-operation deal with Rambaudi, a Turin-based machine tool builder.

The deal, unveiled in London by Mr Mike Bright, chairman of FMT, and Mr Bruno Rambaudi, chairman and president of Rambaudi, ends a long search by FMT for a European co-operation partner.

FMT is one of the few surviving British-owned machine tool builders competing head-on with Japanese producers in flexible manufacturing systems. For both companies the

agreement represents a response to Japanese competition. The deal brings together two companies with a complementary product range. They will market each other's products in their home countries, and work together on joint projects in third markets where the best technology of both partners can be combined in a turnkey package.

FMT's product portfolio will be strengthened with Rambaudi's range of vertical spindle machines, while the Brighton company's horizontal spindle machines will be available to Rambaudi for the Italian market.

Both companies have seen sales and employment fall sharply over the past two years

because of recession. FMT's turnover has fallen from £22m in 1989-90 to a projected £11m this year, while Rambaudi's has fallen from £700m to £500m (£22.5m). However, Mr Bright said recession was not the driving force behind the merger. By working together, the two companies would find it much easier to win European Community funding for research and development.

The two companies are considering whether to work together on projects such as high-speed milling and machining. Closer financial ties have not been ruled out, although Mr Rambaudi said the initial priority was to ensure that what has been decided is working successfully.

## Chelsea fans offered chance to save ground

Supporters of Chelsea Football Club are being given the chance to buy shares in a new company being set up to eventually acquire the club's Stamford Bridge ground in London.

The new company, Chelsea Pitch Owners, is offering nearly 70,000 shares at £100 each to the public.

The money will be used to buy the ground from Royal Bank of Scotland, which acquired it when former owner Cabra Estates went into liquidation last November. RBS granted Chelsea a 20-year lease and an offer to buy which expires in 2012.

Directors of CPO include Mr Tony Banks, MP for Newham North West, and Mr Dennis Wise, the Chelsea player.

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For further details, please return this advertisement, with your business card to: The Financial Times Conference Organisation, 102 - 108 Clerkenwell Road, London EC1M 5SA. Tel: 071-814 9770 Fax: 071-873 3969 or 071-873 3975 Telex: 27347 FTCONF G.

## BUSINESSES FOR SALE

GREEK EXPORTS S.A.  
ANNOUNCEMENT OF A REPEAT PUBLIC AUCTION  
FOR THE HIGHEST BID

GREEK EXPORTS S.A., based in Athens at 17 Psephismos Street and legally represented, in its capacity as Liquidator of the Industrial and Commercial Heating Products Company (ABETH S.A.) and in accordance with article 46a of law 1892/1990, as supplemented by article 14 of Law 2009/1991, the decision of the Athens Court of Appeal No. 938/1992 and following the written statement with licensing ref. no. 2334-S/93 of the creditor of para. 1 of the above article:

## ANNOUNCEMENT

A repeat public auction for the highest bid, with sealed, binding offers for the purchase, in toto, of the assets of the Industrial and Commercial Heating Products Company (ABETH S.A.) established in Athens at 10 Ermoupolis Street, Kifissos and which is under special liquidation.

## ACTIVITY AND BRIEF DESCRIPTION OF THE COMPANY

The Industrial and Commercial Heating Products Company (ABETH S.A.) operates in a rented space within the installations of THERMIS S.A. at 10 Ermoupolis Street, Kifissos. Its activities include the production and sale of steel boilers and steel heating radiators, the sale of heating and air conditioning equipment and the assembly of elements for the manufacture of the above items supplied from Greece or from abroad. These products are of a high quality and bear the recognised trademark of "THERMIS" which it owns and which it is authorised to use.

## TERMS OF THE AUCTION

1. In order for the auction to take place, all interested parties are invited to receive from the Liquidator, the Offering Memorandum which describes in more detail the assets of the Company for sale, its obligations, and the necessary procedures for its transfer, as well as the form of the Letter of Guarantee needed for the submission of a binding offer to the Athens notary public assigned to the auction, Mrs. Flora Delase-Zouli at 14-16 Fildes Street, 6th floor, Tel. 30-1-362.8143 and 360.0855 up to Tuesday 6th April 1993 at 1900 hours.

2. Bids will be accepted before the above notary on Wednesday 7th April 1993 at 1000 hours and with the Liquidator in attendance. All those who have submitted bids within the prescribed time limits can also attend. Any bids submitted beyond the prescribed time limits will not be accepted or considered.

3. The sealed, binding offer must clearly state the price offered for the purchase, in toto, of the Company's assets and must be accompanied by a Letter of Guarantee from a bank legally operating in Greece, for the amount of twenty million drachmas (20,000,000 drs.) or its equivalent in U.S. dollars.

4. The Company's assets and all fixed and circulating constituent parts thereof, such as immovable and movable property, claims, trademarks, titles, rights, rights for mineral ore exploration, etc. are to be sold and transferred "as is, where it" and, more specifically, in their actual and legal condition and location on the date on which the sale contract is signed, regardless of whether the Company is operating or not, and with the proper legal procedure.

5. The Liquidator, the Company and the creditors representing 51% of the total claims against the Company (Law 1892/90 article 46a, para. 1 as in force), known hereafter as the Majority Creditors, shall bear no liability for any legal or actual defects or for any deficiency in the effects and rights for sale nor for the possible refusal of the State to approve, as required, the transfer of elements of the assets, nor for their incomplete or faulty description in the Offering Memorandum and in any correspondence. In the event of incomplete sales, entries in the Company's books, as they stand on the date of signature of the sale contract, shall prevail.

6. Prospective buyers hereafter referred to as "Buyers", shall be obliged, on their own responsibility and due care, and by their own means and at their own expense, to inspect the object of the sale and form their own judgment and declare in their bids that they are fully aware of the actual and legal condition of the assets for sale. The Buyers are hereby reminded that, in accordance with the provisions of Law 1892/90, article 46a, para. 4 as in force, having agreed in writing to maintain confidentiality, they are entitled to have access to any information they may require concerning the Company for sale.

7. Bids should not contain terms which might prejudice their bidders or any vagueness concerning the offered price and its method of payment, or any other matter of importance to the sale. The Liquidator and the Majority Creditors have the right, at their incontestable discretion, to reject offers which contain terms and conditions, irrespective of whether these offers contain a higher price than that of other bidders. Such unacceptable terms would be, for example, requests for the repair, improvement or transfer of fixed assets, or requests for guarantees in the collection of claims or the outcome of court actions brought by the company in this respect, or compliance with recommendations regarding the security of the installations, or for safeguarding the insurance cover, etc.

8. In the event that the person to whom the auction is adjudicated, fails in his obligation to appear within twenty (20) days from being invited to do so, and sign the relative sale contract and fails to abide by the other obligations according from the present announcement, then the above-mentioned guarantee of twenty million drachmas (20,000,000 drs.) is forfeited to the Liquidator in compensation for expenses of any kind, time spent, and any actual or hypothetical loss sustained, with no obligation on the Liquidator's part to furnish any specific proof or deem that the amount has been forfeited to him as a penalty clause, and collect it from the guarantor bank.

Guarantees deposited by other bidders shall be returned to them after the Liquidator's evaluation report has been approved by the Majority Creditors and the highest bidder's guarantee shall be returned to him after he has paid the sale price and the act of settlement has been drawn up and signed.

9. The highest bidder is deemed the one whose offer has been so judged by the Liquidator and approved by the Majority Creditors as being in their best interests.

10. The Liquidator shall not be liable to participate in the auction either with respect to the evaluation report or for his selection of the highest bidder and seller will be liable to them for the cancellation of the auction in the event that its outcome is not approved by the Majority Creditors.

11. Participants in the auction do not acquire any right, claim or demand from the present announcement or from their participation in the auction, against the Liquidator, for any cause or reason.

12. Transfer expenses of the assets for sale (taxes, stamp duty, notarial and mortgage fees, rights and other expenses for drawing up topographical diagrams as required by Law 651/77, etc.) are to be borne by the Buyer.

Interested parties should apply for further information to:

- The head office of the Hellenic Industrial Development Bank, Directorate of Public Holdings, at 87 Syngrou Ave. 2nd floor, 117 43 Athens, Greece, Tel. 30-1-929.4395 and 929.4396 and to
- Greek Exports S.A., 17 Psephismos Street, 1st floor, 105 64 Athens, Greece, Tel. 30-1-324.3111-115.

## PUBLIC NOTICE

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SECTION 16(7) OF THE TELECOMMUNICATIONS ACT 1984

Licences to run telecommunication systems under section 7 of the Telecommunications Act 1984 granted to Ionica L3 Ltd.

1. The Secretary of State hereby gives notice:

- that he has duly reconsidered the proposals in respect of which he published a notice on 11 August 1992 under subsections 8(5) and 10(5) of the Telecommunications Act 1984 ("the Act") regarding his intention to grant a licence under the Act to Ionica L3 Ltd ("the Licensee") to run telecommunication systems throughout the United Kingdom;
- that he has granted such a licence ("the Licence") to Ionica L3 Ltd being a licence which includes conditions such that section 8 of the Act applies to it, thereby making the Licensee eligible to have the telecommunications code contained in Schedule 2 to the Act applied to it under section 10 of the Act;
- that he has applied the telecommunications code ("the Code") to the Licensee subject to certain exceptions and conditions. The effect of these exceptions and conditions is that the Licensee has duties:
  - to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground;
  - to comply with conditions designed to ensure efficiency and economy on the part of the Licensee, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of its apparatus;
  - to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities, the Nature Conservancy Council, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;
  - to keep and make available records of the location of its underground apparatus and copies of the exceptions and conditions in the licence to its powers under the Code; and
  - to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.

2. The Secretary of State has applied the Code to the Licensee:

- because the Licensee will need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under the Licence;
  - subject to the exceptions and conditions referred to above because they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the system is installed as safely and economically as possible, and that the Licensee can meet (and relevant persons can enforce) liabilities arising from the execution of works.
3. The Secretary of State has granted the Licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality of service and variety of services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.
4. The Licence has been granted for a period of 25 years in the circumstances specified in the Licence.
5. Copies of the Licence may be obtained from the Office of Telecommunications (Library), Export House, 50 Ludgate Hill, London EC4M 7JJ, price £12.00 (postage and packing free).

P J Kirby, Department of Trade and Industry

## COMPANY NOTICE

## BAYER AKTIENGESELLSCHAFT

The Annual General Meeting of Bayer Aktiengesellschaft will be held on 28th April, 1993 in Cologne, Germany, at 10.00 a.m. on the agenda of the year 1992 will be:

- Approval of the accounts for the year 1992
- Appointment of the auditors for the year 1993
- Resolution on the proposed dividend for the year 1992
- Resolution on the proposed dividend for the year 1993
- Resolution on the proposed dividend for the year 1994
- Resolution on the proposed dividend for the year 1995
- Resolution on the proposed dividend for the year 1996
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- Resolution on the proposed dividend for the year 2020
- Resolution on the proposed dividend for the year 2021
- Resolution on the proposed dividend for the year 2022
- Resolution on the proposed dividend for the year 2023
- Resolution on the proposed dividend for the year 2024
- Resolution on the proposed dividend for the year 2025
- Resolution on the proposed dividend for the year 2026
- Resolution on the proposed dividend for the year 2027
- Resolution on the proposed dividend for the year 2028
- Resolution on the proposed dividend for the year 2029
- Resolution on the proposed dividend for the year 2030
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## Margin improvement and business consolidation are main priorities Keebler setback cuts UB to £162m

By Guy de Jonquieres,  
Consumer Industries Editor

UNITED BISCUITS, Britain's largest biscuits and snacks manufacturer, pledged yesterday to make margin improvement and consolidation of its business its top priorities after reporting an 18 per cent fall in pre-tax profits to £182.3m for the year ended January 2.

The result, which mainly reflected a severe setback at Keebler, the group's US subsidiary, compared with profits for the previous year of £197.2m, restated to conform with the FRS 3 accounting standard. Before restatement, the 1991 figure was £211.5m.

Sir Robert Clarke, chairman, said that although market conditions in the past 12 months were the toughest for many years, all divisions had begun the current year well and trading was considerably ahead of last year.

He expected group turnover to slow in the next two years, but profits and earnings to increase more rapidly. "The name of the game is profit. The traditional UB values of grinding out higher margins will now be evident in continental

Europe, Australia and the US," he said.

Mr Eric Nicol, chief executive, said: "We realise a period of consolidation and relative stability would be appropriate." He foresaw no further large acquisitions, apart from a possible bid for the biscuits business of Royal Brands, the Spanish food manufacturer.

Profits were reduced by an exceptional item of £3.3m, compared with a restated £12.6m the previous year.

Turnover rose 5 per cent to £3.12bn (£2.98bn), with continuing businesses advancing 5 per cent to £2.94bn. Operating margin, before exceptional, fell to 6.7 per cent (8.2 per cent).

Operating profit at Keebler fell 60 per cent to £26.2m (£85.6m). UB expected Keebler this year to recover about half last year's fall in profit under a new management which was more concerned with costs and margins than with increasing volume and market share.

A 31 per cent increase in profits from continental Europe, where it has recently made several acquisitions, helped McVitie's raise operating profits 5 per cent to £11.5m. Profit rose 1 per cent

### United Biscuits

Share price (pence)



Source: Datastream

to £92.7m in the UK, where a decline in the UK biscuit market early in the year was reversed in the second half. KP Foods also benefited from operations on the Continent, which increased profits 15 per cent to £7.8m, helping the division lift operating profit 3 per cent to £44.8m. In the UK, KP's profits grew 1 per cent to £37.2m in the face of keen price competition, though it



Sir Robert Clarke: trading had begun well in current year

increased its share of a declining savoury snack market.

Ross Young's, the frozen foods subsidiary, lifted profits 4 per cent to £23.5m, though disposals and restructuring reduced turnover by 4 per cent.

The business enjoyed a good second half and was said by UB to have been "transformed and re-realised".

Terry's, the chocolate business which is being sold to

Philip Morris, the US tobacco and food company, suffered a 6 per cent fall in profit to £13.4m despite a 15 per cent rise in sales. UB blamed the poorer result on a weak UK market and price competition.

Earnings per share fell to 22.4p (28.1p). The final dividend is held at 9.8p, bringing the total for the year to an unchanged 15.3p.

See Lex

## Strong US boost helps Telemetrix to £9.8m

By Hugh Carnegie

TELEMETRIX reported pre-tax profits more than doubled to £9.8m in 1992, compared with a restated £4.1m, thanks mainly to strong sales growth and sharply improved margins in GTI, its US subsidiary.

Group turnover rose 17 per cent to £98.2m (£83.7m) as Telemetrix completed a restructuring and management shake-up to concentrate on the manufacture of components for local area computer networks and telecommunication systems, test equipment and support services.

The most dramatic improvement came at GTI, the Nasdaq-listed company in which Telemetrix has a 61 per cent stake. UB blamed the poorer result on a weak UK market and price competition.

Earnings per share fell to 22.4p (28.1p). The final dividend is held at 9.8p, bringing the total for the year to an unchanged 15.3p.

See Lex

## Kwik-Fit blames trading down for decline to £17m

By Paul Taylor

KWIK-FIT Holdings, the tyre and exhaust fitter, yesterday blamed motorists who have reduced and deferred expenditure on car maintenance for a 47 per cent decline in full year profits.

Pre-tax profits in the year to February 28 fell from £32.1m to £17.1m on turnover down 8 per cent to £233.6m (£253.8m).

Commenting on the latest results Mr Tom Farmer, chairman and chief executive, said the year had seen "the toughest conditions in the automotive industry Kwik-Fit has experienced in 22 years of trading."

The reduction in consumer spending on car maintenance had coincided with aggressive competition as companies fought for market share.

"We operate in a business that has a high fixed cost base and the decline in sales has had a disproportionate negative effect on profitability," he said.

Following record results in 1991 Mr Farmer said the group had been expecting a slow start to the year, but believed that expenditure on car maintenance and essential automotive products could not be deferred.

However, not only was overall tyre demand down, but the sales mix changed from premium brand products to economy brands and remoulds as motorists reduced their costs and expenditure. In contrast, exhaust sales, which could not be deferred were maintained at the previous year's level.

Despite the rising cost of

utilities, rents, rates and insurance, and the associated cost of opening 19 new centres, together with the refurbishment of 30 existing centres, Kwik Fit's overall costs increased by less than 5 per cent.

The group remained the market leader with 610 centres and more than 4m customers last year.

Earnings per share showed a decline from 13.27p to 7.06p. However, the recommended final distribution is maintained at 2p making an unchanged total for the year of 3.35p.

### COMMENT

Tough new tyre legislation last year should have given the Kwik-Fit business a boost in the usually stronger second half. But no-one, least of all volume sensitive Kwik-Fit, reckoned on the risks motorists were prepared to take. Police surveys show that one-in-four cars on the road is illegal. Those motorists who are changing tyres are buying lower priced brands, hitting both turnover and margins while overheads stay fixed. And there are more competitors. Yesterday's results were slightly better than some analysts had feared and as a result the shares gained 1p to close at 107p. This recently volatile stock has taken investors on a rollercoaster ride over the past year, touching a high of 223p and a low of 71p. Pre-tax profits forecasts range from about £16.5m to £19m producing earnings of between 6.5p and 7.5p per share. But without a pronounced and early recovery the stock still looks fully valued.

## PRT Budget change may force Seafield Resources overseas

By Catherine Milton

SEAFIELD Resources, the USM-quoted oil and gas exploration and production company, yesterday warned Budget changes might force it to concentrate on overseas exploration.

The warning came as the company announced a fourfold increase in pre-tax profits from £266,000 in the 15 months to the end of December 1991, reflecting a change in year-end, to £1,06m in the 12 months to December 31.

The biggest overhaul of North Sea taxation in 10 years was announced in Tuesday's Budget. The most controversial change would prevent companies from offsetting exploration and appraisal spending against income from fields

which incur Petroleum Revenue Tax. Oil companies would pay about 64p net of every £1 invested, compared with the present 17p.

Mr Roger Witts, finance director, said: "Over time we may concentrate a greater part of our cash flow on overseas exploration if we think prospects are better."

The company was reviewing strategy, but the industry would interpret transitional relief arrangements broadly, he said. It would argue that the two-year extension of PRT relief for companies with existing contracts included those obligations attached by the government to licences.

Others in the industry believed, however, the concession extended only to signed drilling contracts.

UK operating profits, including a first full-year contribution of the Victor field gas were £1.27m, compared with £710,000, which included the first five months of Victor production.

The group used about 80 per cent of the PRT tax shelter generated by Victor, giving a total tax charge of £200,000 (£120,000).

Operating losses on US activities doubled to £600,000 (£300,000).

Victor contributed turnover of £4.4m (£2.7m) to a total of £5.55m (£3.41m), the balance coming from US activities. Net interest receivable was £426,000, compared with a charge of £160,000 last time.

Earnings per share rose to 1.7p (0.6p).

## Evans Halshaw halved but sees improvement

By Paul Chesswright,  
Midlands Correspondent

EVANS HALSHAW, the motor dealing and vehicle management group, last year reached the lowest point of its fortunes in the recession, but yesterday promised "a real improvement in earnings" if early signs of market recovery continued.

Pre-tax profits of £1.71m in 1992 compared with £3.85m - a 56 per cent fall caused largely by the £1.6m cost of closing car and truck dealerships in Bristol and Avonmouth.

Earnings per share on continuing businesses were 10.5p (13.6p). However, with a final dividend of 7.65p, the total is maintained at 11.25p.

Mr Geoffrey Dale, chairman, was relaxed about having an uncovered dividend. He noted the improvement in trading over the first quarter, observed

that last year the company had taken £2m of costs out of the business and pointed to likely benefits of the development programme, notably the multi-franchise dealerships.

Last year, Mr Dale said, "was the most difficult year for our industry I can remember and I've been in it for 20 years."

Group turnover was steady at £342m (£340m). Car and commercial vehicle sales from the 43 dealerships contributed 30 per cent of the £5.4m operating profits, the rest came largely from parts and, most significantly, service business.

Interest payments were £3.03m, against £3.24m.

After stripping out from the balance sheet contract hire vehicles, where the amount borrowed to buy them is matched by the holding of vehicles as assets, gearing was 15 per cent.

## Trade Indemnity reduces deficit sharply to £4.9m

By Richard Gourlay

TRADE INDEMNITY, the UK's leading independent credit insurer, expects renewed growth in the second half of the year, but is not expecting business insolvencies to fall by more than 10 per cent.

Mr Vic Jacob, managing director, said that an equally grim picture emerged from policy holders who told the company that they were not expecting much increase in sales in 1993.

"That is not an encouraging sign for the next 12 months," Mr Jacob said.

Trade Indemnity, which is 80 per cent controlled by nine European insurance groups, has about 100,000 UK customers, representing what Mr Jacob termed a "fair selection of the active corporate commu-

nity" in the UK.

The group yesterday reported sharply reduced pre-tax losses of £4.9m (£46.8m) on gross premium income up 6 per cent to £147m (£139m).

Underwriting losses on continuing operations fell from £26.1m to £2.7m, while the loss on discontinued business was £6.8m, against £35.5m. Business insolvencies in 1992 fell only 4 per cent from the record level of the previous year.

The company said the increase in premium income had been achieved despite the fact that policy holders had been hit by a fall in sales on which premiums are based.

The improved performance had followed better risk and underwriting control and more targeted marketing.

Losses per share were 1p, down from 28.35p.

## Vestel falls 25% after poor sales in final quarter

By John Murray Brown  
in Ankara

VESTEL Elektronik, the consumer electronics subsidiary of Poly Peak International which is listed on the Istanbul exchange, reported pre-tax profits down 25 per cent in 1992 to TL56.9bn (£4.1m).

Turnover increased by 16 per cent to TL1,833bn, underlining a sharp drop in dollar terms, given inflation running at about 70 per cent. Analysts were surprised by the results, having forecast sales closer to TL2,150bn. They said sales in the last quarter were sharply down.

PPT's administrators are trying to sell Vestel, with the proceeds going to PPT's creditors. The results, however, underline Vestel's financing problems since PPT was forced into

administration in 1990. Interest charges more than doubled to TL462bn as PPT's letters of credit facilities have dried up.

Vestel achieved about \$70m (£49m) in exports.

The company sold 25 per cent of its white goods arm to Merloni Elettrodomestici, the Italian group best known for its Ariston brand. The sale realised \$8.5m extraordinary income. Merloni is expected to take up its option to become the 51 per cent majority owner.

The administrators are also in negotiations with a number of interested parties to buy PPT's 86 per cent stake in Vestel.

Vestel's AGM yesterday elected Mr AG Kubali as chairman. His predecessor, Mr Tashin Karan, who was credited with building up the company, retired.

### NEWS DIGEST

## Interest cut boosts Vinten

VINTEN Group, the camera mountings and systems, surveillance and electronics company, reported 1992 pre-tax profits 11 per cent ahead at £10.2m, against £9.18m, on turnover up 22 per cent from £53.3m to £77.3m.

The rise was helped by a fall in interest charges from £1.7m to £1.08m. Strong cash flow during the year enabled the company to cut gearing to 27 per cent while financing acquisitions and capital spending.

Earnings per share came out at 21.7p (20.5p). A final dividend of 5.1p is proposed, for an increased total of 7p (6.6p).

## Burford burdened by interest charge

sharp fall in interest income together with losses in its publishing division reduced pre-tax profits at Burford Holdings to £21,000 in 1992.

That compared with previous profits of £698,000 and came on sales of £10.3m (£9.84m). Rental income contributed the bulk of the latter figure at £3.53m (£4.97m).

The results from the property investment and publishing group were prepared under the FRS 3 standard.

Publishing suffered losses of £143,000 (£448,000 profit) and property profits fell to £195,000

(£255,000). Interest income declined to £2.26m (£3.12m), leaving the net charge at £4.06m (£482,000).

A final dividend of 0.65p makes a 1.16p (0.95p) total. Earnings per share amounted to 2.98p (1.22p).

## Martin Currie Pacific assets up

Martin Currie Pacific Trust improved its net asset value per share from 297.2p to 378.7p over the year to February 28. Net revenue fell from £134,000 to £118,000, giving earnings per share of 0.94p, against 1.1p.

An unchanged dividend of 0.4p is recommended.

## Rea Brothers jumps to £805,000

Rea Brothers, the banking group, lifted pre-tax profits from £261,000 to £805,000 in 1992.

Earnings per share amounted to 0.83p against losses of 0.42p and the proposed unchanged final dividend of 0.35p holds the total at 0.5p.

## Holders Technology improves to £0.39m

Holders Technology, the USM-quoted precision tools and specialised materials business, saw pre-tax profits advance from £380,000 to £394,000 in the 12 months to November 30. Turnover was

£3.46m, against £2.98m. Despite the increasing confidence expressed at the interim stage the company said the second half was below best expectations.

Earnings per share were 9.07p (8.56p). An unchanged final dividend of 4p is proposed for a maintained total of 6p.

## Rolls-Royce makes £7.9m disposal

Rolls-Royce has disposed of Thompson Valves, its needle valve, pressure regulator and controller business, to Charles Payne for £7.9m cash.

Directors said the decision to shed Thompson was in accordance with the company's intention to concentrate on its core operations.

Adviser to the deal was KPMG Corporate Finance.

## Edmond Holdings £1.15m in the red

Edmond Holdings, the house-builder operating in Humberside, East Anglia and South Wales, fell £1.15m into loss at the pre-tax level in 1992. The previous year saw profits of £1.73m.

Turnover amounted to £12.6m (£17.3m) and the pre-tax loss was after exceptional redundancy costs of £253,000 and provisions on land and debtors of £430,000.

House completions totalled 232 at an average price of £54,000 compared with 329 at an average price of £52,500. Losses per share came

through at 1.52p (2.41p earnings) and the proposed final dividend is cut to 0.15p (1.2p) for a total of 0.6p (1.85p).

## English & Scottish Investors assets rise

English & Scottish Investors reported net asset value of 106.7p at January 31, compared with 86.3p a year earlier.

Net revenue for the year to end-January was £2.22m (£2.36m).

Earnings per share came through at 1.36p (1.45p). An unchanged second interim dividend of 1.25p is recommended for a total of 1.75p.

## Quicks recovery continues

Despite a fall in turnover from £208.7m to £198.5m, Quicks Group, the motor distributor, continued its recovery and finished 1992 with pre-tax profits of £2.06m. This compared with previous losses of £552,000.

Profits at halfway totalled £1.1m. The year-end results were produced under accounting standard FRS 3. The 1991 figures were adjusted accordingly.

After tax of £738,000, compared with a £154,000 credit, earnings per share were given as 7.5p (5.2p losses).

The dividend for the year is lifted to 4.5p (3p). This includes an increased final of 2.75p.

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## RECRUITMENT

## JOBS: Rude awakening for victims of decades-long refusal to face up to a fundamental question

"STOP them making that noise," ordered the Jobs column's wife, elbowing it out of sleep in the early hours. Unable to hear anything - it was before we had children - I asked which noise she meant. Her reply was my first introduction to the experience of a haunting mystery. "They're playing that tune Oldham on the tins," she said. She then lapsed into coma, leaving me lying there twitching. After all, my failure to hear any untimely music-makers might have been simply because I was too deeply asleep. Nor was the momentary quiet any guarantee that they wouldn't strike up again as soon as I nodded off. So deciding street rowdies must be responsible, since all of our neighbours were old, I went and got a bucket of water and put it by the window. Their next number was going to be "Stormy weather", I vowed...until the mystery took me in its grip. What bugged me was not the unconventional instruments they had reputedly been playing - a scaled-down steel band, perhaps - but that I couldn't remember how the tune called "Oldham" went. As it was named after a town, I reasoned, it must be a hymn-tune on a par with

## Those who pay the managerial piper...

"Aberystwyth" ("Jesu, lover of my soul..."). And I was just pondering whether it would be Christian to pour cold water on people performing sacred music even at an ungodly hour, when sleep supervened. Although next morning the tins-players had gone without trace, I was soon at the church consulting hymnals. But neither then nor since have I managed to come any nearer to my quarry than "Warrington" ("O son of God, eternal love..."). Hence the mystery of the tune called "Oldham" continues, and all the more hauntingly because it has now been joined by the equally bewildering quest for the book called "The New Geo-Economics". Once again there is a clue. The Times Literary Supplement recently named not just the book, but the author at the foot of an article he'd written. He is Edward H. Luttwak of the Center for Strategic and International Studies in Washington. But there was no mention of the book's publishers which, wanting to read it, I needed to know. Nor

was there any reference to it in the FT's compendious database, and the Literary Supplement was unable to help since the article had come in by fax and the publishers' name had apparently fallen off the bottom. I therefore telephoned the Washington Center, which referred me to another number. When I called it, an answering machine referred me to a further number. It turned out to be a second answering machine which referred me to a third. And all it would say was that Dr Luttwak "is out of town until May" which comes across as barely plausible, sounding a bit like "he's in the bath until a week on Saturday". So here I am stranded, not even as near as the equivalent of Warrington, which is a pity because his article suggested that his elusive book sheds light on a problem now bedeviling a great many young people. While by no means confined to Britain, it was graphically depicted by one Sha Wylie of Southampton who, after graduating last year and applying for many jobs only to receive

rejections, has suffered the final indignity of having a request for an application form rejected. Understandably angry, Sha Wylie - like a lot of others similarly jobless - puts the blame squarely on the current British government's handling of the economy. My suspicion, however, is that the problem is rooted much farther back, with today's unemployed graduates hit by the cumulative effects of successive governments' neglect of a question which should have been cleared up 30 years ago. Worse, if I twig Edward Luttwak aright, standard economic measures are not going to provide an effective answer. Now, unlike "Oldham", the long neglected question will strike enduring readers as an all too familiar tune, having last been on the order of service only five weeks ago. The question is how an education system increasingly focused on getting youngsters through academic-type tests and exams is going to avert economic decline, let alone generate Britain's renewed prosperity.

The point was glossed over by the committee of inquiry headed by the late Lord Robbins which in 1963 recommended the first post-war expansion of higher education. It was apparently just assumed that enriching the workforce with a larger share of folk educated to what is deemed a higher level, would somehow of itself make the nation more productive as well as civilised. That assumption can hardly be said to have been justified by events, which have rather borne out doubts voiced at the time by a few dissenters. They argued that increased concentration on academic pursuits would lead youngsters with at best middling talent for them to continue with scholarly studies in preference to practical training more suited to their mix of abilities. The result would be twofold. Fewer and fewer teenagers would join the workforce motivated to learn to do skilled jobs. More and more graduates would join it at the age of 20-plus, believing that their degrees entitled them to enter at a higher level even

though all that most of them were practically equipped for was clerical and administrative work. True, that may have been sustainable as long as such work was plentiful. But things have changed - which brings Edward Luttwak back into the act. To judge by his article, his thesis is that while conventional macroeconomic theories might work perfectly well in a world run by economically rational people, the rationality of those who actually run same is less economic than political. Hence in their urge for power, those in the developed world have as their goal "not the highest possible standard of living for a country's population, but rather the conquest or protection of desirable roles in the world economy." The winners will have those highly rewarding and controlling roles," he adds, "while the losers will only have the retail business and assembly lines - if their home markets are large enough, or if fully assembled imports are kept out by trade barriers. We have already seen that when

'transplants' replace domestic production, the local employment of manual and semi-skilled labour may continue, but finance and all higher management, as well as much research and development and design, are transferred back to the country of origin." At which point, if he's right, it is not only the Sha Wylies of Britain who will rudely awaken to their own sad role in the drama. The same may well apply to older Brits whose executive-type jobs have disappeared to places with earnings enough to pay numerous managerial pipers. Moreover, if it is true such jobs are plentiful only in the countries of origin of important productive enterprise, then supplies are unlikely to return to Britain until it has a workforce with the practical skills to do the originating. So it would seem time for the politicians to stop vesting more costly hope in the failed academic experiment, and re-engineer the education system from top to bottom. Falling that, all I can suggest is that fellow-Brits join me in a hymn-named not after a town, but for St Anne - which goes: "O God our help in ages past..."

Michael Dixon

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WE REPRESENT SEVERAL CLIENTS WHO ARE MAJOR PLAYERS IN THE SOUTH AFRICAN BANKING COMMUNITY. SOUTH AFRICA IS A MIXTURE OF FIRST WORLD SOPHISTICATION AND THIRD WORLD UNDERDEVELOPMENT. IT HAS IMMENSE NATURAL RESOURCES, EMPLOYS ADVANCED TECHNOLOGIES AND SUPPORTS COMPLEX INDUSTRIAL AND COMMERCIAL STRUCTURES. JOHANNESBURG ITS CAPITAL, HAS JUST BEEN NAMED ONE OF THE LEADING 4 DEVELOPING CITIES IN THE WORLD. THE FINANCIAL SECTOR IS HIGHLY SOPHISTICATED AND RATES AMONGST THE FINEST IN THE WORLD. EXCEPTIONAL CAREER OPPORTUNITIES ARE OFFERED AS OUTLINED BELOW WITHIN MAJOR FINANCIAL INSTITUTIONS.

OPERATING  
EXECUTIVE  
CORPORATE BANK

THIS SENIOR ROLE CALLS FOR AN EXPERIENCED CORPORATE BANKER ABLE TO DEMONSTRATE AN OUTSTANDING TRACK RECORD TO DATE. HEADING UP THIS IMPORTANT FUNCTION YOUR DEPARTMENT WILL SERVICE AND EXPAND THE ALREADY SUBSTANTIAL CLIENT BASE. AS A RECOGNISED ACHIEVER IN YOUR CHOSEN FIELD YOU ARE ABLE TO DEMONSTRATE FIRST CLASS COMMUNICATION SKILLS. YOU WILL BE A SELF STARTER, WITH EXCEPTIONAL MAN MANAGEMENT SKILLS AND THE DRIVE AND ENERGY TO MEET THE CHALLENGE OF THIS DYNAMIC AND FAST-MOVING ENVIRONMENT.

SENIOR MANAGER  
MERCHANT BANKING

AS SENIOR MANAGER WITHIN THIS SPECIALIST DIVISION, YOU WILL BE INVOLVED IN ALL ASPECTS OF CORPORATE, FINANCE, MERGERS, ACQUISITIONS, FUND RAISING, SUCH AS RIGHTS AND PREFERENCE SHARE ISSUES AND CORPORATE RESTRUCTURING. THE ROLE WILL ALSO ENCOMPASS PROJECT FINANCE AND FUND MANAGEMENT. THE PERSON SOUGHT WILL BE AN INNOVATIVE FINANCIAL ENGINEER WHO IS AN EXCEPTIONAL STRATEGIST AND COMMUNICATOR. REALISTIC, POLISHED AND PROFESSIONAL, YOU ARE ABLE TO DEMONSTRATE AN OUTSTANDING LEVEL OF ACHIEVEMENT WITHIN THIS SPECIALIST FIELD.

BUSINESS  
DEVELOPMENT  
MANAGERS  
COUNTRYWIDE

THROUGH THEIR NATIONAL PRESENCE THE CORPORATE DIVISION TARGETS CORPORATE MARKET CLIENTS OF EVERY SIZE IN ALL SECTORS OF INDUSTRY AND COMMERCE. THE ROLE OF BDM'S IS TO DEVELOP SOUND BUSINESS RELATIONSHIPS WITHIN YOUR INDIVIDUAL CLIENT PORTFOLIO, BRINGING ADDED VALUE TO THE CUSTOMERS YOU SERVE. YOU SHOULD BE A COMMERCIAL ASTUTE BANKER HAVING HAD GOOD EXPOSURE TO THE CREDIT/RISK FUNCTION. SELF-STARTERS WITH INITIATIVE AND FLAIR, YOUR GUIDANCE, SUPPORT AND CREATIVITY IN CASHFLOW MANAGEMENT WILL CONTRIBUTE TO IMPROVE BOTTOM LINE PERFORMANCE FOR YOUR CLIENTS. POSITIONS ARE AVAILABLE IN ALL MAJOR CENTRE'S NATIONWIDE.

CREDIT/RISK  
MANAGERS  
ALL LEVELS

WE HAVE SEVERAL OPENINGS FOR CREDIT/RISK PROFESSIONALS AT VARIOUS LEVELS. WE SEEK CREDIT SPECIALISTS WHO HAVE AN INNOVATIVE APPROACH AND THE ABILITY TO INFLUENCE. AT THE SENIOR END WE WOULD ALSO BE SEEKING STRONG MANAGEMENT SKILLS AND IDEALLY GLOBAL EXPOSURE IN A CREDIT, RISK FUNCTION.

ALL THE ABOVE POSITIONS CARRY HIGHLY ATTRACTIVE REMUNERATION PACKAGES INCLUDING RELOCATION TO SOUTH AFRICA. TO APPLY, PLEASE SEND YOUR CV IN CONFIDENCE, IDEALLY BY FAX TO: AUSTIN KNIGHT RECRUITMENT  
KNIGHTWAY HOUSE, 20 SOHO SQUARE, LONDON W1A 1DS, FAX 071 439 5744. PLEASE QUOTE REFERENCE A290. APPLICATIONS ARE FORWARDED TO THE CLIENT CONCERNED, THEREFORE COMPANIES OR ORGANISATIONS IN WHICH YOU ARE NOT INTERESTED SHOULD BE LISTED IN A SEPARATE COVERING LETTER.

A/Approved 42294

MANAGING DIRECTOR  
International Derivatives Broking

Our client, a major European bank, wishes to recruit a Managing Director for its London based derivatives broking unit.

The Managing Director will head a business unit, and be responsible for the management and motivation of a large team of commercial and back office staff, together with the development of business in both the UK and overseas.

The derivatives unit will form an important part of the Bank's business activities, offering the right candidate a rare opportunity to participate in the global development of derivatives broking. In order to be considered for this challenging position, the ideal candidate will possess the following:

- \* thorough knowledge of financial and commodity futures, options on futures, equity options, FX
- \* experience of working at a senior management level in a large derivatives operation
- \* first class communication skills
- \* proven ability to operate in an international environment

The highly attractive remunerative package is negotiable, and will reflect the high calibre of the individual we are seeking to employ for this position.

A full job specification is available on request. All applications will be treated in the strictest of confidence.

Contact:

Mrs Sharon Gay, Sharon Gay Associates, 119 Bishopsgate, London EC2M 3TH.  
Tel: 071-283 1228 Fax: 071-929 5349

## Fixed-Interest Futures and Options Sales Specialists

## Attractive salary + banking benefits

UBS Phillips & Drew Futures and Options Ltd, part of the UBS Group, is the leading institutional broker on LIFFE. We are looking for Futures sales specialists to service an expanding high quality institutional client list. You have proven sales ability, are highly motivated, numerate and articulate. You are likely to be in your twenties and have sales experience in Futures or related cash and derivatives markets. A team player, you will have every opportunity to take full advantage of the career development potential that exists within this major global bank.

Please send full career details to:  
Barbara Turner, Personnel Manager,  
UBS Phillips & Drew  
100 Liverpool Street  
London EC2M 2RH

UBS Phillips &amp; Drew



## TREASURY - LETTERS OF CREDIT COMMODITY TRADING HOUSE

CITY

AGE 25-35

PACKAGE TO £40,000

The oil trading area of this highly respected Investment Bank is seeking to appoint a letter of credit specialist. This key role will liaise between the trading and traffic areas to ensure that letters of credit are structured efficiently. In addition, the individual will be responsible for developing and maintaining relationships with overseas banks.

The individual will enjoy a large degree of autonomy within a non hierarchical structure and should be willing to undertake a variety of

different tasks within the team. The environment is extremely fast moving and the successful candidate must possess a high energy level as well as being adaptable. Due to the volumes of transactions and the wide variety of physical products traded, candidates must be experienced within the LC field. A particular specialisation within the energy related sector is essential.

Exposure to pre-export transactions, exchange letters of credit and other sophisticated structures is preferred.

Because of the international nature of the business knowledge of German and/or French is necessary. The organisation operates as a strict meritocracy and incentives through a bonus scheme.

Interested candidates should telephone Richard Parnell today on 071-379 3333 (Fax: 071-915 8714) or forward brief details to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP.

ROBERT WALTERS ASSOCIATES

## European Sales Manager

Financial Software London  
c.£100,000

We represent a successful, established supplier of financial software and services whose objective is to become the global leader in its field.

They wish to recruit a European Sales Manager of the highest quality to play a key role in the company's next phase of growth. Already highly regarded in Europe, it is their intention to significantly expand their customer base.

Reporting at board level you will be responsible for all aspects of managing sales growth in mainland Europe. Satisfactory performance could well lead to a board appointment.

To be considered you must be able to demonstrate a clear record of success in sales and sales management, ideally in financial software/systems. A good command of leading European languages is essential.

This is an opportunity to take on a highly visible role and play a real part in shaping your own future through the success of the company. Remuneration is negotiable and reflects the importance the company attaches to the position.

Apply to The Freshman Consultancy during office hours on 071-721 7361 or send your CV by post or fax quoting ref A/3/FT.

FRESHMAN

The Freshman Consultancy Limited, Coppergate House, 16 Beane Street, London E1 7NJ  
Telephone: 071-721 7361 Facsimile: 071-721 7362

## Treasury Management

London-based international satellite communications organisation

Excellent salary + benefits

Inmarsat, a commercially-orientated international partnership of 87 member-countries, is the world's leading provider of mobile communications services via satellite to users at sea, on land, and in the air.

We are seeking a Treasurer to be responsible to the Financial Controller for the cost-effective management of Inmarsat's cash flows, foreign exchange, and interest-rate risks. You will also fully manage existing complex third-party financings, make a significant contribution to the structuring, negotiation and documentation of future financings, and participate in the management of insurance and other risks. A high-calibre business graduate, your 10 years' corporate treasury experience

must include the hands-on management of foreign exchange, banking relationships and structured financing, and the development and implementation of electronic systems, within a multinational corporation or major banking institution.

This is an excellent opportunity for an energetic individual with proven people management ability and strong presentation skills to join a small cohesive team operating in a cosmopolitan multicultural environment.

Salary will reflect the high level of competence, experience and qualifications we require, and a first-class benefits package includes private health insurance, an excellent pension scheme, and five weeks' holiday.

To apply, please fax or mail full career details to Mike Stockford, Ref: T/MS/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 8SR. Facsimile: 071-333 5050.



BERNARD KRIEF CONSULTING GROUP  
has openings for

- 1 Project Manager (ref. PM/FT)
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Juniors will be trained on the spot to our methodology. Project Managers and Senior Consultants must be capable of operating with a large degree of autonomy and will have experience in the following areas:

- Operational audits and investigations
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- Financial audits
- Privatisations
- International marketing

You must be able to work in French (the group language) and in English. Knowledge of other languages, especially Russian would be a distinct advantage. You will also need a proven track record in an internationally renowned consulting firm operating multinational assignments.

You will be offered the opportunity to develop your career through the application of the Bernard Krief Consulting Group's creative approach to problem-solving. The assignments will involve travel to interesting destinations, initially in Russia, English speaking Africa and Asia. You will have real opportunities for independence and personal development. Remuneration will reflect experience as well as the importance placed on these positions by the Group.

Please send your application quoting selected reference (envelope and letter) to Bernard Krief Consulting Group, 115 rue du Bac, 75007 Paris.



BERNARD KRIEF CONSULTING GROUP  
Washington Moscow Brussels Paris

### CITY HEADHUNTERS - EXECUTIVE CONSULTANT -

We require an executive consultant to join our team to service our clients' sales and research requirements in the equity markets. Sheffield International Limited are specialist headhunters concentrating in servicing the requirements of our City based and overseas merchant and investment banking clients.

Knowledge of equity products including derivatives is essential, as is the ability to market successfully to win retained assignments plus the ability to execute those assignments with a high degree of efficiency and professionalism. Please apply to:-

Sheffield International Limited,  
14-18 Colindale Avenue  
London EC2R 7DJ  
Tel: 071 628 4208

### PROPERTY INVESTMENT

A high level of autonomy and exceptional prospects are offered to an entrepreneurial individual, qualified as an accountant, Surveyor or Banker, who has unlimited energy and will manage our existing commercial property portfolio, negotiate with hard pressed tenants, and assist the Director identify and evaluate new acquisitions.

Write with C.V. to M. Welby, Commercial Management Limited, The Priory, Haywards Heath, West Sussex RH16 4DG. Tel. 0444 440871.

## DERIVATIVES DEALER

CITY

COMPETITIVE PACKAGE & BENEFITS

Here's an opportunity to play an important part in the rapidly expanding Fixed Interest and Derivatives team, offering plenty of scope for the right candidate. Foreign & Colonial is aiming to be one of the leading providers of investment services to the global investment community - and has a history of attracting the highest calibre of personnel. Preferably aged between 25 and 30, you'll be expected to take responsibility as the primary contact for dealing in our derivative funds. For this, you'll need at least 3 years' experience of cash and derivative instruments and 'A' level maths. You'll also possess the ability to take control of all the administrative procedures such as

position statements, trades, orders and daily valuations and be expected to understand and apply the relevant investment restrictions. You'll need the communication skills to train other members of the dealing desk - as well as provide back-up for dealing in the equity and bond markets.

If you think you have the experience and ambition to become part of this successful team, please apply in writing with an accompanying cv to:

Mr Alan Line, Foreign & Colonial Management Limited,  
Exchange House, Primrose Street,  
London EC2A 2NY

Foreign & Colonial

c.£25-30k + car + finance benefits

Swindon

## Financial Planning Manager

A high profile role influencing corporate strategy

As the country's second biggest Building Society and a truly major player in the financial services sector, Nationwide has established an excellent reputation for providing a range of innovative, high quality and value-added services in an increasingly competitive marketplace.

A major contribution to success is our highly effective Planning Department, which has direct responsibility to the Chief Executive for playing a vital part in the analysis, development, implementation and delivery of corporate strategy.

In this newly created role reporting to the Group Planner, your key accountabilities will include: assisting with the Corporate Plan by providing professional financial analysis and developing business modelling systems; evaluating strategic opportunities for the Group; and supporting the framework for competitor analysis.

Probably a graduate accountant, you will have substantial experience of investment appraisal and financial and business modelling, preferably gained within a major financial services organisation. A high degree of analytical ability, financial awareness and a logical approach to business issues are essential, together with significant project-based achievement. Of paramount importance will be the first class communications and interpersonal skills necessary to lead multi-functional project teams, coupled with the credibility to deliver often complex business rationales to top management.

In addition to a competitive salary, benefits include a preferential mortgage and relocation assistance where appropriate. In the interests of good health, we operate a clean air policy.

For an application form and information pack, please telephone or write quoting reference NBS/FPM to PA Consulting Group, St Brandon's House, 29 Great George Street, Bristol BS1 5QT.

Working for equality of opportunity nationwide



## North American Equities FUND MANAGER

Competitive salary + banking benefits - City based

Our client is a top-down investment manager with the backing of a major financial institution.

A Fund Manager is now sought to join their successful and well-respected North American Equity Desk. You should have at least two years' portfolio management experience covering the US sector. A knowledge of stock research together with an understanding of the North American macro economic environment are essential. Our client places great emphasis on the determinants of relative sector/stock group performance. You should be a graduate with a high

standard of numeracy, literacy and interpersonal skills. The ability to work well in a team environment is a pre-requisite.

Our client offers an attractive banking benefits package including mortgage subsidy. Career prospects are also excellent.

Please write with a detailed CV and covering letter, stating any companies to which your application should not be sent, to: T.L. Roberts, Director, Confidential Reply Handling Service, Ref 653, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

ASSOCIATES IN ADVERTISING

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As you would expect from one of the world's largest financial organisations, salary and benefit levels are extremely competitive.

To apply, please write, enclosing your CV and salary details, to Corinne Long, Human Resources Manager, Citibank, PO BOX 342, 336 Strand, London WC2R 1HB.

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## DERIVATIVE FUND MANAGEMENT HEAD OF DIVISION

CREDIT LYONNAIS ROUSE SEEKS A SENIOR EXECUTIVE TO HEAD ITS FUND MANAGEMENT OPERATIONS. THE COMPANY MARKETS A RANGE OF FUTURES & OPTIONS FUNDS UNDER THE CLR SELECT AND SYSTEMS LABELS.

THE POSITION WILL ATTRACT INVESTMENT PROFESSIONALS WITH TECHNICAL SKILLS, COUPLED WITH MANAGEMENT ABILITY AND COMMERCIAL ACUMEN. THE SUCCESSFUL APPLICANT WILL HEAD A SMALL GROUP OF WELL QUALIFIED STAFF IN A BUSINESS WITH CONSIDERABLE SCOPE FOR EXPANSION. CREDIT LYONNAIS ROUSE IS THE FUTURE AND OPTIONS DIVISION OF THE BANK WITH THE LARGEST NETWORK IN EUROPE AND HAS A GLOBAL NETWORK OF EXECUTION AND CLEARING OPERATIONS IN DERIVATIVE PRODUCTS.

SALARY, BONUS AND TERMS OF EMPLOYMENT WILL BE COMMENSURATE WITH THIS SENIOR APPOINTMENT IN THE FINANCIAL SERVICES INDUSTRY.

APPLY WITH CAREER DETAILS TO: MR NLS. LEWENTON, CHAIRMAN, CREDIT LYONNAIS ROUSE LTD., BROADWAY HOUSE, 5 APOLO STREET, LONDON EC2A 2DA. TEL: (071) 374 6100

CREDIT LYONNAIS ROUSE IS A MEMBER OF THE EBA



## Frank Russell Company Middle East Region Consulting Analyst

Frank Russell Company is the world's leading institutional investment consultant. Its headquarters are in the US, and has offices in London, Sydney, Toronto, and Tokyo.

The Consulting Analyst will be a key member of a London-based team recently established to service a growing Middle East East business. The successful candidate will have a good degree, preferably in a finance-related subject, and 1-3 years experience working in an investment environment.

Strong analytical skills and a sound PC background are compulsory. Candidates should demonstrate excellent writing and presentation skills. An ability to work independently and manage several tasks simultaneously is important, as is a broad investment knowledge. The successful candidate will possess strong analytical ability and a willingness to learn, and will be expected to progress rapidly to a position of responsibility for client assignments. Salary and conditions are competitive. Prospects are outstanding. Respond, with C.V., to Robert Barr, Frank Russell Company, Middle East Region, 6 Cork Street, London W1X 1PB



## SENIOR CONSULTANTS Wholesale Banking

The Globecon Group is a financial education, information and consulting company serving the wholesale banking industry worldwide.

Increased demand for our services requires additions to our staff. Candidates must be experienced banking professionals who have excellent presentation and writing skills, in addition to extensive practical experience working with corporate or institutional clients in the areas of derivative products; capital markets; corporate finance; credit; risk management and relationship management.

You will be expected to travel extensively to conduct seminars, as well as develop written educational materials on financial products and techniques. Non-native English speakers must be able to teach in English.



We offer a highly competitive salary and benefits. Please send a letter, enclosing salary history and resume, to: Search Committee, Avenue de Tenure, 100, B-1040 Brussels, Belgium.

## SALES EXECUTIVE £12-£14K plus bonus

We are a small but growing company providing a central source of company's annual report and accounts for potential investors.

A 'new business' sales person is required to recruit publicly quoted companies to the Financial Times Annual Report Service, featured on the London Share Price Pages in Section 2 of the FT. This involves telephone negotiation with board directors.

An interest in financial services and a mature telephone manner are important. Personal qualities should include confidence, self motivation and the ability to work to a monthly sales plan.

The applicant should be a recently qualified graduate or should have A levels and two years selling experience. Initial training will be given.

Please apply in writing, with a current CV to:

Grabson Morris, Investor Communications Business, Westwood House, 223 Westwood Road, Sutton, Surrey SM1 4JH.

## A NEW JOB? A NEW CAREER?

For over 12 years our experienced professionals have worked successfully with SENIOR EXECUTIVES to enhance and develop their careers.

A network of offices throughout the U.K. provides convenient contact points, and access to unadvertised opportunities.

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GUILDFORD	0483 503555	LEEDS	0532 373970
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21 Suffolk Street, Birmingham B1 1LA. Tel: 021-643 2508 (24hr) Fax: 021-643 4272

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# Money Markets

Package to attract the best

London

Opportunity for outstanding young high fliers, from any area of investment banking, to make career move into front line dealing role with one of the largest global money markets teams. Previous money markets experience not essential.

## THE POSITIONS

- Member of dealing team within global money markets unit of Barclays group.
- One of the world's most active trading books in deposits, money market instruments and derivatives.
- Top class training and exceptional career development opportunities.

## QUALIFICATIONS

- Graduates, aged 25-30, at least 2 years' experience of markets, corporate finance or other aspects of investment banking, with blue chip international house.
- Outstanding numerical, mathematical and commercial skills. Fluent, confident communicator.
- Hard driving, decisive, unflappable and very ambitious.

Please write, enclosing full cv, Ref M1196  
54 Jermyn Street, London SW1Y 6LX

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## Revenue Adjudicator

London  
to £55,000  
pro rata

The Inland Revenue aims to provide a first-class service for taxpayers, and a recent independent survey showed that a large majority are satisfied with the service they receive. Nonetheless, as with any large organisation, complaints do arise. Some are justified. Some are not.

In order to provide an impartial view of complaints, the Inland Revenue wish to appoint an independent adjudicator, to be known as the Revenue Adjudicator.

Distinct from the General and Special Commissioners, who hear appeals on matters of law relating to a person's tax liability, and the Valuation tribunals, which hear appeals against property valuations, the Adjudicator will consider complaints about the way in which the Inland Revenue has handled someone's affairs. For example, complaints about excessive delay, errors, discourtesy, and the way in which any discretion has been exercised.

Where a complaint is justified, the Adjudicator will recommend what should be done.

In an annual report the Adjudicator will identify areas where problems are occurring and where changes may be needed, allowing the Inland Revenue to learn from complaints.

A small unit, made up initially of people seconded from the Inland Revenue, will support the Adjudicator.

The successful candidate is likely to have either extensive business experience or involvement in managing a large organisation, but will not need a background in taxation.

The appointment will probably initially be for up to 20 hours a week but will be kept under review in the light of workloads. The precise terms of appointment will be subject to discussion with candidates.

RAS

To apply please write enclosing a full CV (to be received by 8th April 1993) to Mike Sylvester, Room 219, Recruitment & Assessment Services, Alencon Link, Basingstoke, Hants RG21 1JB or telephone Basingstoke (01256) 846638. Please quote reference R/1845.

Recruitment  
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Putting People and Service First

## INVESTMENT MANAGER AND INVESTMENT ANALYST

We are a substantial, privately held company investing in excess of US\$1 billion in risk capital worldwide. We require for our Hongkong office an investment manager and an analyst to work with us in Hongkong, China and the Asia Pacific region.

Candidates should have the following background.

For the investment manager

- age 27 - 50
- a minimum of 3 years experience with a major international fund management house
- at least 12 months experience, on behalf of a major international fund management house, of taking investment decisions and of monitoring investments made
- a first class tertiary education
- fluent spoken and written English
- an ability to write concise, analytical reports on companies or markets
- an ability to represent our company in negotiations with the owners or management of investee companies

For the analyst

- age 27 - 40
- a minimum of 3 years experience with the research department of an international stockbroker, commercial or merchant bank or fund management company
- a desire to specialise in the research area or, after 2/3 years to become a fund manager
- a first class tertiary education and a high degree of numeracy
- fluent spoken and written English
- an ability to write concise, analytical reports on companies or markets

Interested candidates should send a photograph and resume or CV to G.P.O. Box 161, Hong Kong. Interviews will take place in Hongkong and in London and replies from interested parties will be treated confidentially.

## HEAD OF EQUITY SALES

MADRID

MOST ATTRACTIVE PACKAGE

LEADING SPANISH STOCKBROKER seeks a seasoned professional with good sales and marketing experience to be International Director and Head of Sales. A key position to join in shaping the future growth of the house. Located in Madrid, the job offers a rare career challenge and life quality opportunity for the right individual.

THE CANDIDATE ideally speaks English and Spanish, other languages are an advantage. No experience is necessarily required in Spanish equities, but you must have equity sales and/or analysis track record and contacts with significant client base. You will be given all the resources, time, training and support to carve your own franchise and develop your own business.

If you feel a meeting with us in the UK may be worthwhile, please send career and personal details to the address below. Our UK Representative will contact you directly. We guarantee, and expect, the strictest confidence.

Ref: Madrid Position, 1 Franklin Place, Chichester, West Sussex, PO19 1BL. Tel: (0243) 780788

## ARBITRAGE PERSONNEL

Trader & Clerk Required  
Minimum 2 years experience,  
language skills desirable.  
Send complete work history  
Box A748, Financial Times, One  
Southwark Bridge, London SE1 9HL

## TREASURY DEALER

Bournemouth

Portman Building Society is one of the UK's top 15 Building Societies, with assets exceeding £2.8 billion. The Treasury Department, based at the Society's Principal Office, offers prospects into corporate treasury management and the opportunity to attain state-of-the-art dealing and back office technical skills.

A money market dealer, with experience ideally gained in a corporate treasury environment, is essential together with a high degree of computer literacy, numeracy and the confidence to build strong working relationships. In addition you must be a team player, persuasive, flexible and results orientated. You will be a planner and thinker with a sharp awareness of the markets.

One of the major challenges of the Treasury Department is forecasting, compiling and managing the Society's current and future cashflows. Treasury also liaises with other departments within the Society to ensure that statutory and operative requirements are met whilst depositing/funding through the most appropriate means. Other duties include security valuation, risk management and contribution to the formulation of the Society's Treasury strategy.

Salary will be dependent on experience and will offer an excellent range of benefits. Please write to us stating how you meet these requirements.

Miss Anne Black  
Portman Building Society  
Portman House, 11th Floor, 11th Avenue, London EC2M 6TS

PORTMAN  
BUILDING SOCIETY



## CAL Futures Limited

is looking to recruit self motivated experienced dealers in financial and commodity futures and foreign exchange. Candidates should have at least two years experience in the financial markets and be registered with the Securities and Futures Authority. Salary negotiable.

Please reply with detailed curriculum vitae to: Jane Wemmott, CAL Futures Limited, 162 Queen Victoria Street, London EC4V 4BS

To £55,000 + benefits +  
substantial bonus potential

Major Investment  
Bank

City

## International Equity Origination

New position for ambitious equity finance specialist to join a small experienced team of bankers marketing equity and equity-linked products. This team represents a key strategic business for senior management and activities are closely co-ordinated between London and New York. The bank is one of the top tier investment banks, well capitalised with a strong profit history. It is an ideal step for a talented banker keen for wider marketing responsibilities and exposure to major corporate clients.

## THE ROLE

- Acting as a Product Manager for international equity financings, marketing the bank's capability to investment bankers and their clients across a variety of European and Asian markets reporting to a Managing Director.

- Leading all aspects of bringing transactions to launch, playing an influential role in structuring deals.

- Working closely with syndicate and distribution in assessing investor appetite, identifying potential deal flow and marketing ideas to local investment banking teams.

## THE QUALIFICATIONS

- High calibre graduate, aged late twenties, ideally with an MBA. Minimum of four years experience in equity-linked primary issues with good exposure to derivatives. Experience of marketing in the Far East would be useful.

- Thorough knowledge of transaction mechanics and strong evidence of disciplined technical skills across pricing, structuring, tax and regulatory issues.

- Enthusiasm and maturity to take responsibility for marketing an innovative and developing equity product with credibility. Independent flexible approach ready to work in a small, highly-motivated team.

London 071 973 0889  
Manchester 061 437 0375

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A Spencer Stuart Practice

Please reply, enclosing full details, to:  
Selector Europe, Ref: F7092033L,  
16 Connaught Place,  
London W2 2ED

## Roland Berger and Partner

International Management Consultants

## The company

Roland Berger and Partner is the leading strategic consultancy of European origin, with over 400 consultants in 24 offices world-wide.

Over the last 25 years it has helped companies in essentially all sectors achieve sustainable improvements in their competitive positions and profitability.

The London office is being expanded significantly, in line with our international growth. We are hiring people at all levels up to and including senior positions.

## Candidates

Candidates must have an established record of outstanding achievement, at least three years' experience with a major international strategic consultancy and be capable of working across Europe in a challenging, multi-cultural environment.

Salary and opportunities will be extremely competitive.

Please write in complete confidence to the Recruitment Coordinator, Roland Berger and Partner, 33 Davies Street, London W1Y 1FN.

## JOSLIN ROWE

## MANAGER, SWAPS OPERATIONS

Leading US Investment House requires a suitably senior and experienced individual, aged early 30s, to undertake this high profile role. Duties will be to recruit, train and review a large team covering Currency, Interest Rate and Structured Swaps. Ideally degree educated, candidates should possess a minimum of 5 years' derivatives experience from a high volume house. A challenging opportunity for a career minded individual.

## RISK ANALYSIS

A leading International Bank seeks an articulate Graduate/MBA educated individual (aged 25-30) with a minimum of 3 years' Credit experience. Based on the LDC Debt trading desk, duties will encompass preparing research reports for clients, analysis of investments and making recommendations to traders on potential new business. The successful applicant will be highly numerate, as this position will lead to a trading role.

## DEPUTY OPERATIONS MANAGER

Due to an expansion in Foreign Exchange business, this leading investment bank seeks to recruit a senior man-manager. The role will incorporate day to day management of a large department together with operational reports, review of internal controls and system updates. Candidates should be 'N' Level educated with a minimum of 5 years' management experience within a relevant Treasury area.

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# Clues in the Birt case point to wider auditing issues

Andrew Jack says the row over the BBC chief's tax affairs raises policy questions that demand attention

AS BRITISH politicians and commentators have pondered the level of violence on television in the last few weeks, the British Broadcasting Corporation has been obliging by providing more blood-letting off-screen than on.

The furor surrounding the tax affairs of Mr John Birt, its director general, may in part have been fuelled by jealousy from rivals and other journalists. But it has highlighted some policy questions that demand attention. Tax is not paramount among them. The degree to which the information in accounts is scrutinised most certainly is.

Accountancy firms and the Inland Revenue alike have been inundated with probes from backs on the story that will not die. Some of those fielding the inquiries have remarked that the questions smack as much of personal curiosity as they do of indignant inquisition. They ask "How could I, or someone arrange their affairs in this way?" almost as frequently as "How did you slip up? What can be done about this scandal?"

Some journalists, at least, should already know. In common with others in the entertainment industry, some journalists have long used companies as a method of tax planning, and for perfectly legitimate reasons.

They may work part time for different organisations, or move between a succession of them on short-term contracts. They may have left old company structures in place even after they ceased to make much sense, because tax planning is

not in their every waking thought. Part of the confusion has arisen because of a failure to distinguish "self-employed" and "self-incorporated".

The latter arrangement - that adopted by Mr Birt - does not exempt those on the payroll from National Insurance contributions. It also excludes them from such things as sickness and other benefits provided by the employer. It also requires them to pay for substantial accounting and auditing fees. It has, in short, drawbacks as well as benefits.

There may be some concern about the level of discretion exercised by local tax inspectors in examining the filed returns, and equally calls for tightening by politicians of the rights of, and scope for, employees to be self-incorporated.

But as one accountant said in astonishment last week: "This is the most monstrous storm in a tea cup." Another lamented that after years persuading clients that self-incorporation was a poor method of tax planning, there was now a fresh run of interest in the approach.

However good a tax accountant Mr Michael Henshaw - Mr Birt's accountant - was, he clearly has his limitations as an auditor. He would have saved his client considerable embarrassment if he had taken advantage of the summary accounts regulations.

This would have allowed him to file little more than the balance sheet on the public record.

That way, nobody would have discovered that Mr Birt's company spent £3,666 on "wardrobe" in the 1991 financial year, £340 on "theatre visits

& research", and £2,366 on "entertainment" (which the attached tax computation shows as having been added back, revealing Mr Birt did not claim any tax relief against this final item).

Fuelled, it would appear, by suggestions that Mr Henshaw is not registered as an auditor, the Department of Trade and Industry admitted last week that it was "looking into" the accounts.

**Mr Birt's accountant would have saved his client considerable embarrassment if he had taken advantage of the summary accounts regulations. This allowed him to file little more than the balance sheet on the public record**

accounts. It might do well to concentrate on the violations of company legislation which they reveal.

It is true that Mr Henshaw does not appear to be a member of any professional accountancy body. Nor is he or his firm, Henshaw & Associates of Camden Town, London, registered as an auditor with any of the regulatory bodies.

An unregistered practitioner who accepted appointment as an auditor after the new regulations came into force in October 1991 could face six months imprisonment and a £5,000 fine. If such a person put up a plaque outside his office claiming to be an auditor, he could be fined £5,000 for each day the sign was in place.

Mr Henshaw might well have had a

lucky escape: the 1991 directors' report shows him willing to stand for re-election in 1992. He was apparently appointed before October 1991, and is now unlikely to be auditing the 1992 accounts.

But he has certainly breached a number of accounting and auditing regulations.

"The accounts are appallingly badly drawn up," said one accountant who has examined them closely. "It is a rank piece of bad accounting, especially on behalf of a client who is somebody in the public eye."

The auditor's report for John Birt Productions Limited for the year to August 31 1991 is unsigned and makes no reference to Mr Henshaw's qualifications as an accountant, so does not comply with auditing standards.

The wording refers to "the Companies Act 1948 to 1985", though all the laws before 1985 were repealed by the new act and are irrelevant. In the same vein, the directors' report says Henshaw will be proposed for re-election as auditor under the 1976 Companies Act. More importantly, the directors' report has not been approved or dated by the directors, as required by the 1989 Companies Act.

The one aspect of compliance with the 1989 Companies Act is the relaxation which allows a single director - rather than a minimum of two - to approve and sign the accounts.

But legislative requirements are quickly forgotten in the accounts themselves. The balance sheet is signed by the directors, but not dated as stipulated by SSAP 17, the accounting standard on post-balance sheet events introduced in 1990.

The auditor's fee is not separately disclosed as a line item in the profit and loss account or its notes, a requirement at least since the 1948 Companies Act. There is simply a £3,100 "audit and accountancy" figure.

If, as the Financial Times reported last week, the company employs Mr Birt's wife as a secretary, then the secretary's £15,000 salary should not be a separate line item as shown, but part of the £80,604 recorded for directors' emoluments. Finally, the figures for depreciation for the year do not tally with the rates shown.

Mr Henshaw may have lost Mr Birt's contract. But as a director, Mr Birt will have to foot the bill if the DTI decides that he should have a second audit conducted on the company.

One piece of good news to come out of this episode for Companies' House, the government's corporate information depository, will be the money it has made from requests for copies of the accounts. The bad news is that it failed to pick up these basic errors. The worse news is that it is under no obligation to identify most of them.

It is only required to make a series of elementary checks - one of which is that the auditor's report should be signed.

Mr David Durham, chief executive, says: "I regret that there must have been an oversight. Normally my examiners are very good."

The agency is not required to pick up any of the remaining issues. Should blood always need to be split before problems with filed accounts are unearthed?



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Our client Continental Aktiengesellschaft is the world fourth largest tyre manufacturer and Europe's number one in the field of technical rubber products. The group has expanded dramatically over the past few years. These ambitious expansion plans are now moving into the next phase and as a result they are able to offer a challenging and truly international opportunity for a young Qualified Accountant.

As a member of a small dynamic team based at World Headquarters in fashionable, Hanover, strategic assignments, identifying opportunities for business and profit development. Liaising with Senior Management, you will implement solutions. In addition you will handle a variety of ad hoc assignments on behalf of the Main Board.

Candidates aged 25-30 should be Graduate, Professionally Qualified Accountants with near fluency in German. A second European language is also preferred but not essential. Ideally, you will have gained "Blue Chip" environment. Excellent communication and analytical skills are required together with the determination to succeed.

The company offer an excellent management training and development programme that should allow you to progress into international management within three years.

Interested candidates should forward a detailed resume quoting ref SC747 to Grant Moore, Douglas Llambras Associates, 113-115 George Street, Edinburgh EH2 4JN. Tel. 031 225 7744.

EDINBURGH  
01-225 7744  
GLASGOW  
041-226 5101



LONDON  
071-836 8041

RECRUITMENT CONSULTANTS



# FINANCIAL ANALYST

Central London

to £45,000 + Car  
+ Excellent Benefits

**KINGFISHER**

Kingfisher plc is a leading UK retail group which operates store chains such as B&Q, Comet, Superdrug and Woolworths. The group also has a leading property company, Chartwell Land, and a wholesale distributor, Entertainment UK.

Kingfisher has achieved its success by developing a strong understanding of market demands and an ability to respond promptly to changing conditions in every aspect of its business. Commitment to maintain and enhance operational effectiveness has resulted in the need to appoint an outstanding individual.

As a Financial Analyst you will add to the quality and relevance of management information used in Kingfisher's decision making process and play an important support role to senior management and the Directorate.

Specifically you will:

- Review operations from a financial and commercial perspective.
- Appraise capital projects, ensuring adherence to group strategy.
- Review and analyse budgets and associated action plans.
- Support senior management on complex issues and projects.

You will be a graduate ACA/MBA, with intellectual and perceptive attributes, who is capable of working in a highly motivated team environment. You will be numerate, computer literate, task orientated and possess outstanding communication skills, both written and oral. This role is an excellent entry point into a successful and profitable group that is committed to developing senior managers of the highest calibre.

Interested candidates should write to Michael Herst or Charles Austin enclosing a full Curriculum Vitae quoting MH431.

**HARRISON WILLIS**

EXECUTIVE SEARCH & SELECTION

39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463  
LONDON • READING • GUILDFORD • ST ALBANS • BRISTOL • BIRMINGHAM

# FINANCE DIRECTOR

NEAR CAMBRIDGE

c £60,000 PACKAGE

Our client is a UK market leader in supplying products, components and services to the HVACR engineering market. Our client has focused on a philosophy of service and has grown significantly throughout the last decade to establish a national distribution network. The new five year challenge is to double sales and profits.

This key appointment will complete the management team, charged to achieve these goals. Reporting to the Managing Director, the new Finance Director will play a major strategic role in achieving the outcome and will have total responsibility for all aspects of financial management, the evolution of the DP interface and all Company Secretarial duties.

The candidate, ideally a graduate, with demonstrable experience in a dynamic commercial engineering business or industrial plc, will be over 36 and a FCA. Computer literacy and well-honed interpersonal skills are prerequisites and a sound knowledge of acquisitions, FX and LT. Strategy would be advantageous. Decisiveness, enthusiasm, confidence, astuteness, imagination and a sense of humour are desirable qualities in this demanding position.

Interested applicants should write, quoting reference K33, and forward their fully comprehensive Curriculum Vitae, with current remuneration details, by 7 April, to Christopher King, the Consultant advising on this appointment at:

**SCCS ASSOCIATES**

88 Colindale Avenue, Weybridge, Surrey KT15 9BL



# INTERNATIONAL TAXATION MANAGER

LONDON

circa £50,000 + CAR

This international company has operations in over 70 countries worldwide. It has experienced considerable growth and is in a strong position to exploit its market position in the coming years. The increasing complexity of its activities has resulted in the need to recruit an International Taxation Manager.

Reporting to the Group Taxation Director, the position will encompass the following areas:

- Conduct transfer pricing reviews and monitor worldwide tax rates.
- Review and oversee the arrangements, transactions and compliance of the holding companies in

conjunction with local tax advisors

- Provide tax advice to specific areas of the group including the Treasury funding activities.

The successful candidate will be:

- An experienced international tax specialist with a minimum of five years' experience gained within a firm of professional tax advisors or commercial organisation.
- Aged between 28 and 35 with excellent communication skills and the confidence and ability to deal with management at senior levels.
- Fluent in at least 2 European languages

For the successful appointee an excellent salary and executive benefits package will be provided together with relocation assistance where relevant.

Applications are invited from candidates throughout Europe and interviews will be conducted locally where necessary.

To discuss this exceptional opportunity further, contact Graham King in London on 071-379 3333 (evenings and weekends on 071-226 4557) or write to him enclosing a detailed CV at Robert Walters Associates, 25 Bedford Street, London WC2E 9BP. Fax: 071-915 8714.

**ROBERT WALTERS ASSOCIATES**

# FINANCIAL CONTROLLER

City

c.£50,000 + Car  
+ Excellent Benefits



With assets exceeding one billion dollars and an enviable track record in terms of growth, market share and profitability, this highly respected futures and options broker is one of the most progressive, innovative and creative names within the Global Financial Community.

As part of a highly professional and assertive senior management team, areas under your control will include monthly reporting, statutory, taxation and treasury issues, day to day accounting and the motivation and guidance of a committed finance department. Specifically you will:

- Assess current financial systems and methodologies with a view to enhancing the effectiveness of management information.
- Maximise the performance of in-house treasury from a control and income perspective.
- Contribute to the process of systems development.
- Participate in the strategic development of the London operations.

Currently in a dynamic and developing financial services environment, you will be a qualified accountant, aged early 30's, who can demonstrate outstanding man management skills and the ability to relate to senior management across all facets of a similar business. Success in this role will lead to excellent career development opportunities.

Interested candidates should write to Michael Herst enclosing a full Curriculum Vitae quoting MH432.

**HARRISON WILLIS**

EXECUTIVE SEARCH & SELECTION

39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463

LONDON • READING • GUILDFORD • ST ALBANS • BRISTOL • BIRMINGHAM

# Manager - Revenues, Traffic Accounting & Financial Control

London-based mobile communications organisation

Excellent salary + benefits

This management position occurs within the Accounting and Treasury department of Inmarsat, the world's leading provider of mobile communications services via satellite to users at sea, on land, and in the air.

Reporting to the Financial Controller, your wide-ranging responsibilities include the overall management of revenues; the evaluation of traffic data; related policy issues; the continued development and introduction of automated systems; payroll preparation and payment; and the management of foreign currency payment systems.

These are areas of significant change and the ability to develop fully evaluated creative solutions is essential. Additionally, the ability

to lead a small team to meet exact reporting deadlines is of paramount importance. A qualified accountant with a business degree, you must have 10 years' directly relevant financial experience in the field of revenue and traffic accounting, financial control, analysis and reporting, preferably gained in a fast-growing multicurrency commercial environment. A high degree of computer literacy and excellent communication skills are essential.

Salary will reflect the high level of competence, experience and qualifications required, and a first-class benefits package includes private health insurance, an excellent pension scheme, and five weeks' holiday.

To apply, please fax or mail full career details to Mike Stockford, Ref: RTA/MS/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR. Facsimile: 071-333 5050.



# Finance Director - Europe

Strategic Focus

South West London

c.£45,000 + car + benefits

The Company is a major UK based organisation which has a reputation for providing a quality and efficient service in a competitive service orientated sector. One of its strategic objectives is to establish an European Network either through acquisition or focussed capital investment.

As one of the key members in a small strategic team the role is to set up and build a profitable Continental European business. The emphasis is to provide strategic and financial analysis of the options available in order to fulfil the objectives. The individual will also have responsibility for establishing all financial and operating procedures required for the establishment of an European business.

The ideal candidate will be a qualified Accountant with a proven track record of operating in Continental Europe.

In addition to a good working knowledge of French or German, the individual must possess a high level of energy and commitment and show maturity and flexibility to working in a demanding environment.

The package will include a salary, dependent on experience, a company car and the other benefits associated with a major organisation.

For further information in the strictest confidence, please contact Raj Munde on 071-240 1040. If you prefer, send your resume to: Ref: 9/1382, Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN.

**Morgan & Banks**

LONDON • WASHINGTON • SYDNEY • AUCKLAND

# FINANCE DIRECTOR

HOME COUNTIES : c.£45k, BONUS + CAR + BENEFITS

We are Europe's largest manufacturer of sophisticated building automation systems and controls with a UK turnover of £30 million.

Working closely with the Managing Director, you will play a key role in the direction of the business, implementing financial strategies vital to future success and growth. This will involve you not only in financial management issues, but also in strategic planning decisions, systems enhancement and team building.

A qualified accountant, your strong financial skills must be supported by a results orientated approach and excellent communication skills. You will be commercially-minded and experience within a market driven industry or contracting environment would be a distinct advantage.

Please write with full career details and current salary to M. Shields, Human Resources Director, at Landis & Gyr Building Control (UK) Ltd, 2 Duke Meadow, Millboard Road, Bourne End, Buckinghamshire SL8 5XP.

**LANDIS & GYR**

Building Control (UK) Ltd.



## SB SmithKline Beecham Pharmaceuticals

### FINANCE MANAGER - HIGH PROFILE ROLE IN NEW TEAM

£35,000 + CAR + BENEFITS

#### HERTS

SmithKline Beecham is one of the world's leading healthcare companies with worldwide sales of over £5 billion. Divided into four business sectors: Pharmaceuticals, Animal Health, Consumer Brands and Clinical Laboratories, each ranks among the world's leaders in their respective industries.

The company is at the forefront in terms of its pharmaceutical Research and Development and an exceptional opening now exists for a high calibre individual to join the newly established R & D financial team.

Responsibilities are high profile and will encompass:

- providing a financial control and management accounting service

- management and co-ordination of the financial strategic planning process
- providing a financial analytical service for budget holders and finance managers both in the UK and US
- monitoring, analysis and reporting on capital expenditure

The successful candidate will be a graduate qualified accountant, or MBA, with 5 years post qualification commercial experience, preferably gained in a multi-national business environment. Strong financial and management accounting skills coupled with a sharp analytical mind are demanded.

Personal qualities will include a hands-on approach, a high level of motivation, and the ability to communicate at all levels and across all disciplines. You will also be a strong team player with a demonstrable record of achievement to date.

This is an outstanding opportunity for an ambitious and talented individual to join a highly successful organisation, offering a comprehensive benefits package and excellent career opportunities.

Interested applicants should contact Simon Moser on 071-379 3333 (Fax: 071-915 8714) or write enclosing a comprehensive CV to him at Robert Walters Associates, 25 Bedford Street, London WC2E 9EP.

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS AMSTERDAM PARIS

## FINANCIAL DIRECTOR-SERICOL LTD

£45,000+

Executive  
Car +  
Bonus +  
Relocation

Kent  
Coast



SERICOL is a world leader in the development and manufacture of screen printing inks and ancillary products and is a core business within the Chemicals Group of Burmah Castrol PLC. Sericol Limited, with a turnover of £45 million and 560 employees, is the largest operating company within the Sericol Group and is located in Broadstairs, Kent. It operates autonomously in purpose built manufacturing and distribution facilities, from which it services both the UK and world markets for its products.

Due to internal promotion, Sericol Limited wish to appoint an experienced and highly commercial Financial Director. The appointment reports to the UK Chief Executive and functionally to the Group Financial Director, Sericol International.

As a member of the Executive Board, you will provide a significant contribution to strategic decision making and will act as a catalyst in the realisation of Sericol Limited's future commercial objectives.

Sericol Limited is investing substantial resources in the development of its systems. Initial objectives will include the development and integration of a manufacturing and financial reporting system into the overall Executive Information System. This will have a direct impact on the company's decision making.

Additionally, the successful candidate will continue to provide a high quality and professional financial management service, observing strict reporting deadlines.

An experienced manager, you will be well versed in motivating a large Finance and IT department to achieve continuing and accelerating improvements in the services provided to the company.

Aged 35-45, the successful candidate will be a graduate qualified accountant with a proven record of achievement and success as Chief Financial Officer within a progressive manufacturing environment. In addition to strong commercial and systems skills, other qualities will include a pro-active approach to financial management and the ability to initiate new commercial ideas and operate effectively at Board level.

For further information on this outstanding career opportunity with one of the UK's most respected and successful quoted companies, please contact our advisors MARK STEWART and NEIL WAX on 071-387 5400 or write to them at Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. (Fax: 071-388 0857).



BURMAH CASTROL

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appears every  
Wednesday &  
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formation  
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on 071-873 3607

Mark Hall-Smith on  
071-873 3460

Tricia Strong on  
071-873 3199

JoAnn Gredell  
New York  
212 752 4500

## FINANCE & ADMINISTRATION MANAGER

A dynamic City based financial services company seeks a qualified accountant to assume responsibility for the accounting and financial functions, as well as the administrative, compliance and company secretarial functions. You will report to the Managing Director and supervise a team of 7 staff. Proven management skills must be combined with a wide variety of experience in the financial services industry. The successful candidate is likely to be aged 35+. This is an excellent opening for a resourceful, confident and determined individual.

This position presents opportunities for career development based on merit, backed up by an attractive remuneration package.

Interested candidates should send applications (CV, covering letter, indication of availability and current salary) to Box A4877, Financial Times, One Southwark Bridge, London SE1 9HL

## ACCOUNTING MANAGER (NIGERIA)

Our client, a leading international oilfield service company seeks to recruit an Accountant for their Nigerian base.

**The Role**

- Responsibility for integrity of management reporting, financial analysis, forecasting, planning.
- Co-ordination of taxation and treasury matters.
- Review/implementation of financial and internal controls.
- Overall responsibility for MIS function.

**Qualifications**

- Recognised accounting qualification.
- Minimum 5 years post qualification experience. Overseas experience would be considered an advantage.
- Personal qualities will include a hands-on approach and the ability to cope well with detail while keeping long term goals in perspective.

**Remuneration**

- Will be commensurate with qualifications and experience.

Candidates should write explaining how they meet these requirements and enclosing a CV to:-  
John Mair, ASA International, 486 Union Street, Aberdeen  
AB1 1TS. Tel: 0224 648062.

ASA International

## Consolidation Manager

### South-East France

Our client is a \$400 million turnover Group, operating internationally in the oil sector. Recent growth, mergers and acquisitions have enhanced the Group's position as market leader.

Reporting to the Group Controller, the position of Consolidation Manager will carry responsibility for:

- \* Preparation and analysis of Group consolidated quarterly and annual accounts.
- \* External communication of financial information to shareholders and the press.

330,000 FF +  
\* Participating in the improvement of inter-company information systems.

The successful candidate will be a graduate Chartered Accountant, with a minimum of five years experience of US GAAP reporting for a substantial multi-national corporate.

Interested applicants should write to

Eric Gandibieu at  
Michael Page International,  
3 boulevard Bineau,  
92300 Levallois-Perret,  
Paris, France.



Michael Page International  
Specialists in Financial Recruitment  
London Amsterdam Brussels Düsseldorf Paris Sydney

## Outstanding Young Finance Director

### Surrey

Our client is a quality driven, highly profitable, services subsidiary of a major multinational group. Current turnover of £35m is targeted to increase substantially through organic and acquisitive growth.

This is an excellent opportunity for an ambitious young finance manager to become an integral part of a dynamic management team and to provide strong commercial direction to a challenging, rapidly expanding business. Responsibilities will cover all operational aspects of financial control and reporting, with a brief to improve the efficiency of the systems infrastructure. The key requirement, however, will be to assist the Managing Director in the formulation and execution

c £40,000 Package + Car

of profitable strategies for the business.

Candidates, ideally aged 28-32, should be qualified accountants with a strong technical and commercial grounding, who are seeking their first Board appointment in a demanding business environment. Strong team orientation, high energy levels and well developed communication skills, coupled with strong profit motivation and commitment to excellence, are essential personal qualities.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref 2669, to Alan Dickinson FCMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Tel: 071 831 2000.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## European Finance & Treasury Manager

### Thames Valley

c £65,000 + Car

Our client, part of a market leading major US multinational, is renowned in its field of electronic communications. Revenues in excess of \$600m are generated from manufacturing and sales subsidiaries throughout Europe, Africa and the Middle East. Substantial growth is envisaged, through continued product innovation and further geographical expansion.

This newly created position will be responsible to the Finance Director for all aspects of control and reporting in a commercially complex, technically challenging business. The initial brief will be to devise and implement a framework for devolved treasury strategies, covering the management of currency exposures and the development of customer financing packages.

Candidates, aged 30-40, should be qualified accountants with an in-depth understanding

of treasury management techniques, gained in an international operating business environment. Technical excellence, commercial flair and finely honed leadership skills will be essential to provide direction through the finance function and further develop effective working partnerships with business management. This is seen as a high profile career development opportunity for an outstanding, internationally mobile executive.

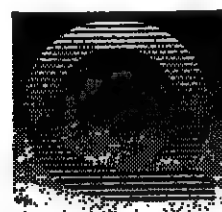
Full relocation facilities are available where appropriate.

Interested applicants should forward a comprehensive curriculum vitae, quoting Ref: 2668, to  
Alan Dickinson FCMA, Executive Division,  
Michael Page Finance, Page House,  
39-41 Parker Street, London  
WC2B 5LH. Tel: 071 831 2000.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide



### Neuchatel, Switzerland

At Quantum, 'high performance' goes way beyond our state-of-the-art disk drives. It encompasses our process, our practices and, above all, our people. The result? A dynamic organisation with a turnover in excess of one billion dollars and a ranking among America's 100 fastest growing companies.

Nowhere is that growth more evident than in the competitive European market. Indeed, the momentum of our success has now created the need for a number of financial management professionals to join us at our European headquarters in Neuchatel, Switzerland.

If you can hit the ground running and match the exceptional pace of our business operations, we can promise you one of the most stimulating and financially rewarding career environments anywhere in Europe.

Quantum

#### Cost Accounting Manager

You will be responsible for inventory accounting, revenue analysis and cost of sales reporting for a fast developing product range. The range and complexity of these tasks calls for 10 years' solid experience in cost accounting, management accounting and corporate reporting practices. You will adopt modern management techniques in both team leadership and the provision of key management information.

#### Accounting Manager

You will apply your extensive knowledge of corporate financial accounting to the key areas of General Ledger accounting, fixed asset control and payroll providing advanced reconciliation, analysis, and team leadership skills.

#### Project Accountants

We are looking for accountants with between two and eight years' experience to strengthen our Finance and Administration team. You will perform a diverse range of accounting tasks, from general analysis and operational review to the development and installation of accounting systems and cost accounting methods, procedures and

controls. At the more senior levels, you can expect to balance complex accounts, review current operations and make recommendations for improvements, and provide specialist support in various accounting functions.

#### Financial Analysts

You will develop, interpret and implement strategies in financial planning, accounting and control, using your expertise to gauge and influence both present and future financial performance.

For all positions you will require a professional accounting qualification or relevant business degree.

Quantum offers challenging career opportunities for dynamic and hardworking professionals who are strongly team-orientated and attentive to detail. Fluent English and computer literacy are essential.

To discover more about your future at Quantum and the exceptional rewards and benefits you'll receive please send your C.V. and covering letter quoting ref 6216 to: Richard Hewitson, Moxon Dolphin Kerby, 178-202 Great Portland Street, London W1N 6JJ. Facsimile 071 636 5592.

MOXON-DOLPHIN-KERBY

#### FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

vous faire part d'un accord publicitaire avec LES ECHOS  
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Clare Peasnell 071 873 4027



## FINANCIAL ACCOUNTANT

LTCB International Limited is a wholly-owned securities and investment banking subsidiary of The Long-Term Credit Bank of Japan, Limited, one of the largest banks in the world.

An opportunity has arisen for someone to join us as Manager of our Accounts Department. Applicants should be qualified Chartered Accountants with a minimum of 2/3 years' post-qualification experience gained in the accountancy function of an investment bank. Similar relevant experience with a major accountancy firm could be considered.

Full responsibility for the management of the Accounts Department including Bank of England regulatory reporting. Knowledge of international securities and derivative products. Ability to build strong credible relations with front office and maintain tight controls essential. Excellent communication and organisational skills, a proven track record of professional achievement and a strong yet diplomatic personality.

Good career prospects and an attractive salary package with banking benefits.

Please send C.V. indicating current salary and daytime telephone number, to: Vivien Karam, Personnel Manager, LTCB International Limited, 55 Bishopsgate, London EC2N 3AX.



LTCB International Limited

## FINANCIAL CONTROLLER - DIRECTOR DESIGNATE

C. London To £32,000 + car allowance

This outstanding vacancy is with a prominent advertising services group which has an enviable record of profitable growth, a blue chip client base and ambitious plans for the future. The organisation wishes to strengthen its management team by appointing a pro-active financial manager with strong technical and commercial ability.

The successful candidate's responsibilities will embrace all the normal aspects of statutory and management reporting together with related company administration. Particular emphasis is to be placed on working capital management, systems enhancement, customer and supplier negotiation, budgets, forecasts and financial analysis.

Applications are invited from graduate qualified accountants aged 25 to 30 who can demonstrate post qualification commercial experience, computer literacy, commitment to a "hands on" and hard working environment, exceptional interpersonal skills and the dynamism essential to be an effective member of a forward thinking team.

For further information please contact Malcolm J. Hudson on 071-831-2323 or alternatively, forward your CV in confidence to Hudson Shribman at Vernon House, Sicilian Avenue, London WC1A 2QH (Fax 071-404-5773).

HUDSON SHRIBMAN

## CHRIST'S HOSPITAL FOUNDATION FINANCE DIRECTOR

West Sussex  
c. £30,000 neg.

Situated on its own estate in beautiful countryside, this unique educational charity, which for 440 years has provided boarding education for children in need, is entering a period of challenge and development and seeks to appoint a qualified accountant to the new position of Foundation Finance Director as part of a restructured management team.

The role of the FFD will be to provide strategic financial direction and motivation in the challenging years ahead. The successful candidate will play a key role in the decision making process. He or she will report to the Chief Executive (the Clerk) and in addition to strategy will be responsible for developing management information systems, assessing financial viability of new projects, raising finance and generating income. A strong sense of business acumen and awareness of commercial opportunities are sought, together with strong, mature personal qualities and a natural ability to communicate.

Enthusiasm and a sense of humour are essential; experience of commerce or industry and property management would be helpful. Applicants are most likely to be in the age band 35-50.

For further details, and an application form, apply to:

The Clerk, The Counting House, Christ's Hospital, Horsham, West Sussex RH13 7TP

no later than 31 March  
Registered Charity 308975

## APPOINTMENTS WANTED

## BUSINESS MANAGEMENT EXECUTIVE

Qualified accountant, with extensive general and financial management experience in manufacturing and consumer goods seeks permanent or assignment based opportunity. Internationally experienced and computer literate person who revels in a challenge.

For further details write to:

Box A4879, Financial Times, One Southwark Bridge, London SE1 9HL.

## FT/LES ECHOS

European audio-visual  
Observatory

## Help build the European audio-visual area!

The European audio-visual Observatory, which is now being set up in Strasbourg, is destined to become one of the leading centres in the European audio-visual area. Emerging from EUREKA Audio-Visual, and operating alongside the Council of Europe, and through a network of European professional partners and organisations, the Observatory will act, during the initial 3-year period, as an information and reference centre for professionals regarding all legal, economic and practical data relating to television, cinema and video throughout Europe.

To take up this challenge, the Observatory will rely on a small team of qualified specialists, ready to commit themselves to a completely new international venture. Responsible for the financial management of the Observatory, you will prepare the annual budget and the programme of activity. You will also be in charge of the management of the Observatory's network of partner organisations, the maintenance of close contacts with professional organisations of the audio-visual sector and servicing the Observatory's constituent bodies. Your federative role within the

Observatory also includes the management of its human resources. With a full university degree, you will also have acquired an extensive professional experience at a high level in the audio-visual field, which has enabled you to acquire thorough knowledge of its specific problems and needs. Thanks to your skills in contacts and communication and to your experience, you know how to manage a department, to direct a team and you have a good knowledge of financial management. Ref. NY 30493/CLD.

## Executive manager M/F

We also offer the following positions:

Legal officer. Ref. NY 1983/CLD  
Audio-visual market information officer. Ref. NY 2493/CLD  
Practical information officer. Ref. NY 2493/CLD  
Technical officer for the network and services. Ref. NY 4933/CLD.

For each of these positions, you will have very good knowledge of one of the three working languages of the Observatory (English-French-German) and a good knowledge of one of the two others. Practice of the third working language and of other European languages would be an advantage. Your strong points will be initiative, a sense of responsibility, order and method and ability to work in a team.

We offer interesting working conditions. Please send your CV before April 1st, 1993, quoting the relevant reference, to: Conseil de l'Europe, Bureau des Concours (Per), 67075 Strasbourg Cedex, France. Fax 010 33 88 41 37 81. (Unfortunately, it is not possible to give information by telephone to applicants).

## SYSTEMS AUDITOR

London to £30,000 + Benefits

A prominent US banking institution is currently seeking an individual to take sole responsibility for computer audit issues in all areas. Reporting to the Head of Audit, the role will encompass risk-based systems audits and development reviews, examining the systems and control implications of new and existing products, with an emphasis on treasury instruments. Although the candidate will work independently for much of the time, he/she will contribute to larger financial audits in data extraction, analysis and CAAT's.

Candidates must have experience of auditing in a computer systems environment (especially PC Networks/UNIX) and have a sound understanding of treasury products, gained either directly or through public practice audit. This is a challenging role where enthusiasm, interpersonal and communication skills are paramount.

Interested candidates should send CVs to Joe Thomas at Douglas Llamblas Associates Limited, 410 Strand, London WC2R 0NS (Fax 071 379 4820) or Telephone 071 836 9501.



## Corporate Analyst £30,000 + Benefits

This international merchant banking group is a market leader in the innovative management of credit risk.

They are currently seeking an experienced analyst to hold a significant position within a small team concentrating on the analysis of complex transactions for investment banking (including MBO's, MBI's and project financing).

To fulfill the demands of this challenging role you will be an articulate, energetic graduate (25-29) with at least two years credit experience. This will have been achieved in a banking role ideally encompassing a good understanding of structured banking products and capital markets instruments. In return, this London based opportunity offers unrivalled career development in an environment where individual effort is rewarded.

## European Corporate Finance/M&A

To £50,000 + Benefits

This major international bank has an outstanding pan-European corporate finance reputation and needs both Spanish and German transaction specialists to join its expanding teams. You will be MBA qualified with a superb academic background (2:1 degree minimum) and have between 2-4 years deal experience relating to the German or Spanish markets. An assertive and team orientated personality is also required. The successful candidates will have closely with international clients and be involved in all aspects of deals from origination to execution in a meritorious environment.

Fluency in Spanish or German in addition to English is essential. Please contact Richard Pooley or Zed Iles on (071) 583 0072 (day) or (081) 871 9438 (evenings and weekends) or write to: 16-18 New Bridge Street, London EC4V 6AL. Fax 071 383 3988

BADENOCH & CLARK  
recruitment specialists

## FINANCIAL CONTROLLER

A dynamic London based Oil trading company seeks a Financial Controller to manage the Company's Treasury, Accounting and Management Information Departments.

Competitive remuneration package for the right candidate who should preferably be a qualified accountant with experience of working in a commodity trading firm.

Interested candidates should reply to Box A745, Financial Times, One Southwark Bridge, London SE1 9HL. Please enclose CV.

## APPOINTMENTS WANTED

### YOUNG DUTCHMAN (28),

living in Paris, (Int.) law degree, fluent French, Dutch, German, English, 2 years experience, wants career change. Int. Business/organisation (assistant to co-ordinator, PR).

Write to Box A746, Financial Times, One Southwark Bridge, London SE1 9HL

## FINANCIAL CONTROLLER

North West c£30,000, benefits

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FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

## SPREADSHEETS: The Next Generation

In Manchester on Tuesday 23rd March 1993 at The Ramada Renaissance Hotel, Blackfriars Street, Manchester 8.00am - 9.30am

In Southampton on Thursday 25th March 1993 at The Novotel, 1 West Quay Road, Southampton 8.5am - 9.30am

In London on Tuesday 6th April 1993 at The London Marriott Hotel, Grosvenor Square W1 8.5am - 9.30am

In Surrey on Wednesday 7th April 1993 at The Runnymede Hotel, Windsor Road, Egham, Surrey 8.5am - 9.30am

Spreadsheets have come a long way in the last 10 years. The most significant development is the type of problem users are trying to solve with spreadsheets. Initially restricted to ad-hoc projects, the use of spreadsheets has now developed into more periodic work such as monthly or weekly reports, planning, re-forecasts and market share analysis.

Spreadsheet expert Neil Hudspeth, European Brand Manager at Lotus Development Europe, looks at ten years of spreadsheet milestones and discusses why the change in the use of the spreadsheet has dictated the need to re-invent it.

Lotus retains its place in the forefront of spreadsheet development. The Lotus 123 has been the world's best selling software package for over a decade. Lotus reviews state-of-the-art Lotus Improv - the reinvented spreadsheet - and highlights how it benefits today's Finance Manager.

Neil Hudspeth will cover the following:

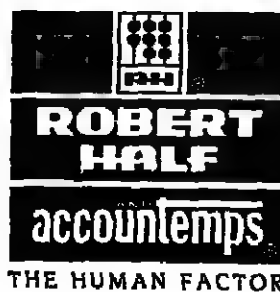
- Spreadsheet advances over 10 years
- Multiple spreadsheets
- Data access
- WYSIWYG
- Windows

Places at the Breakfast are strictly limited.

- The need for a radically different spreadsheet explained.
- Problems of viewing same data in different ways
- Amending spreadsheets
- Errors in spreadsheets
- An introduction to Lotus Improv
- How it differs from traditional spreadsheets - dynamic views, multidimensional structure, item groups
- How it benefits the Finance Manager - easy presentation, fewer errors, more value
- Who should use it?
- Does it replace Lotus 123?

Neil Hudspeth has over 10 years' experience in bringing the benefits of information technology to business managers and professionals. He has held a number of positions at Lotus including U.K. Product Manager for graphical spreadsheets and for cross platform spreadsheets.

Before joining Lotus, he held the position of Marketing Manager at Digital Equipment U.K. where he established a focus on solutions for the accounting function. Previous positions include marketing and professional services roles at Comshare Ltd where he installed a number of budgeting, planning and reporting systems for blue chip organisations.



THE HUMAN FACTOR



## COMMODITIES AND AGRICULTURE

# Ministers reject French demands on fish imports

By David Gardner in Brussels

EUROPEAN COMMUNITY fisheries ministers yesterday rejected French demands for a 30 per cent rise in minimum import prices on white fish and total ban on Russian cod imports, opting instead for stricter enforcement of the floor prices and controls put in place last month.

France, which got backing only from Ireland for its demands for stronger checks on the flood of imports depressing fish prices, said immediately it would re-present essentially the same demands to the European Commission next week under the guise of "emergency safeguard measures".

But Mr Ioannis Paleokrassas, EC fisheries commissioner, is understood to regard yesterday's ministerial decision as adequate for the time being. France's raising of "safeguard" action was "greeted in total silence" inside the Council of Ministers, EC officials said.

Breton fishermen's leaders said they would "continue the struggle" that has led to often violent protests across France, while Scottish fishermen's leaders dismissed yesterday's meeting as "a non-event" with "absolutely no conclusions which will help us at all". Some 300 French, and a few dozen Scottish fishermen, demonstrated to reinforce their demands, their numbers diminished by the arrest of three bus-loads of fishermen 30 miles south of Brussels for allegedly carrying sticks and flares.

Brussels' Charlemagne building, where ministers meet, was completely cut off by a cordon of razor wire, manned by one

of the heaviest deployments of riot police of the past two years.

The ministers concluded that the minimum import prices, controls on direct landings of fish from non-EC vessels, and hygiene standards - which could filter out part of the large quantity of Russian fish coming into the community disguised as EC fish and via Nordic countries with preferential tariff deals - were not being properly applied, and had not been given time to work.

Although they left open the possibility of extending the floor price regime to other species - at present it applies primarily to cod, haddock, whiting and monkfish - they ruled out more radical measures.

"I think today we have gone as far as we could go," said Mr David Curry, UK fisheries minister. "We've already agreed minimum import prices, and what's happening is that they're not being enforced." Mr Curry, had said on the eve of the meeting that Denmark, Germany and possibly the UK were still failing to filter out cheap Russian fish.

Under these circumstances, he said, "there is no point in multiplying the rules". Increasing the floor price, moreover, would "give a greater incentive for the fraud", he added.

An aide to Mr Charles Joselin, the French fisheries minister, said judgments differed about the depth of the crisis, which has led to a collapse in fish prices of 30 per cent and more. "If the community does not adopt these measures, the market will not be corrected," he said.

## Mexican oil reserves rise

By Damian Fraser in Mexico City

PETROLEOS MEXICANOS (Pemex), the Mexican state oil company, celebrated its 55th anniversary yesterday by announcing a small increase in oil and gas reserves to 66.05bn barrels in oil equivalent terms, reversing a ten-year decline.

Mr Francisco Rojas, Pemex's director-general, announced that new discoveries had lifted oil reserves by 1.35bn barrels, which, after excluding last year's extraction, brought a net increase of 60m barrels.

Pemex's production and exports of crude stayed almost exactly at 1991 level - total oil and gas production was 3.1m barrels a day, oil equivalent.

with crude oil exports averaging 1.367m b/d.

Both President Carlos Salinas and Mr Rojas strongly defended Mexico's constitutional block on foreign oil companies receiving oil in return for drilling work. "Those obtaining service contracts without exception receive a payment, or an incentive for productivity, in money. No resources, no products will be transferred," said Mr Rojas.

The director-general offered little evidence of progress in the oil company's attempt to divide itself into four separate business units - production and exploration, refining, gas and basic petrochemicals and secondary petrochemicals.

## UK acts to halt gold VAT fraud

By Kenneth Gooding, Mining Correspondent

UK AUTHORITIES are taking action to stop the so-called "missing trader" fraud which involves gold bullion and coins and is costing about \$50m a year in lost tax.

Traders have been importing or smuggling gold from countries where the tax is low and then selling it in the UK inclusive of 17.5 per cent value added tax. They then disappear with the VAT instead of paying it to the Customs and Excise. Moreover, traders who buy the gold remain entitled to reclaim the VAT they have paid.

Scope for this fraud has increased with the introduction of the European single market. Luxembourg has no tax on gold bullion and coins, while the Belgium's rate is only 1 per cent.

In the UK arrangements came into force next month whereby the seller of gold bullion or coins will issue the usual VAT invoice but the buyer will pay the tax directly to Customs and Excise.

The most notorious recent gold VAT fraud case lasted three months and ended in October with the conviction of three people who had conspired to cheat the taxman of \$5m.

The prosecution showed how a gang of highly organised smugglers took \$35m of gold bullion from Luxembourg to the UK using specially-adapted cars - when one of the defendants was stopped her vehicle was found to have 50 kg of gold in the bumper supports and behind the horn.

The smugglers linked with jewellers in London who reclaimed the VAT on the gold and they split the proceeds.

This was the first time the UK authorities have had to deal with gold VAT fraud on a massive scale. In 1978, when UK exchange controls were ended, VAT was charged on bullion bars but not on gold coins. Fraudsters made a killing by melting down coins, turning them into crude bars and claiming the VAT when the bars were sold.

To prevent this fraud, in 1982 VAT was imposed on gold coins, a move which virtually killed off UK interest in this form of investment.

Customs and Excise points out that the changes to take place next month apply only to sales of gold between VAT registered traders. Tax on non-business supplies of gold will continue to be charged and collected in the normal way by the seller. There is no change to the arrangements for supplies on the London Bullion Market, which are zero-rated.

## Colombian coffee thrives in free market

Growers are losing enthusiasm for a return to export quotas, writes Sarita Kendal

ALTHOUGH COLOMBIA remains strongly committed to uniting coffee producers and negotiating a new price-stabilisation pact, the country has done unexpectedly well in the free market.

Last year it gathered a record harvest and achieved unprecedented exports, earning more from worldwide green coffee sales than any other producer. This very success - achieved at the expense of the National Coffee Fund's resources - has stimulated a growing anti-pact lobby that is arguing for fundamental changes in national policy.

The adjustment to the free market may have been less traumatic for Colombian coffee growers, but the real price paid to farmers is the lowest in 10 years and the external price is the lowest in the history of the republic. The savings that made it possible to keep the domestic price from slipping further have been exhausted - the minister of finance warned recently that there could be no discussion of any increase until after the International Coffee Organisation meeting in London next week.

"Since the pact broke up world prices have been three times as unstable," says Mr Diego Pizano, International

The International Cocoa Organisation's full council meets in London this afternoon in an attempt to find a way forward towards a new economic agreement, writes David Blackwell. Yesterday members were talking individually to Mr Peter Lal, president of the negotiations, to try to narrow the gap between producers and consumers. United Nations-sponsored talks on the pact ended in failure a fortnight ago.

The present agreement ends on September 30, and cannot be extended. Today's meeting will decide whether it is worth returning to Geneva for another round of negotiations.

adviser to the Federation of Coffee Growers. "During the pact, prices went up and down by 12 per cent, but in the free market they have fluctuated by 35 to 36 per cent. This also affects the industry and the consumers. Some of the big companies would prefer to pay a decent price for coffee now, rather than see quality fall, which would affect consumption."

There are still many points of discussion between producers and consuming countries with little negotiating time left. Producers have found it particularly difficult to assess the US position and feel they are making all the concessions - hence the reference in a document agreed at producer meeting in Mexico City this month to "the lack of flexibility" of consumers. The March 31 deadline set by the ICO council could be extended by a

won't change the situation. It will start to operate positively for stability in the longer term - is it worth signing a pact for three years as the US wants? There's no point, it would be a big mistake," says Mr Gabriel Rosas, director of the Association of Private Coffee Exporters. The producing countries are aiming for an agreement lasting five to six years.

If the pact is to be structured so that it reflects market conditions, reasons Mr Rosas, there is not an enormous difference from Colombia's point of view - policies must anyway be market-oriented and the agreement should be a means, not an objective in itself. Others criticise Colombia's pursuit of the pact more energetically, arguing that it is better to sell as much coffee as possible than to accumulate stock and benefit from slightly higher prices.

Colombia exported 16.5m bags in 1992 with earnings of US\$1.3bn. This year's exports are expected to be nearer average at 13.5m bags, and Colombia's quota in a new coffee pact would be about 18 per cent several points higher than it was in the last pact.

This year's production will be affected by the spread of the coffee berry borer, known as

broca. The release of bees to attack the tiny beetle and a fungus to suffocate it form part of the massive anti-broca campaign. This extra drain on funds comes at a time when growers are striving to reduce spending on inputs and disease control.

Meanwhile the coffee federation's efforts to take up to a tenth of the area planted with coffee out of production are making slow headway. "We can probably reduce by 30,000 hectares but the plan for 100,000 hectares looks difficult," says Mr Pizano. "The alternatives for growers are not attractive - for example, the price paid for passion fruit has dropped. Coffee gives a guaranteed income and a small farmer can't risk losing that."

Coffee now contributes about a fifth of Colombia's foreign earnings, compared with 50 to 80 per cent during the 1970s. In macro-economic terms coffee is less important - but it is still very important from the social and employment points of view. And the coffee sector weighs heavily in terms of domestic demand," said Mr Rosas. "Colombia needs a solid long term policy. Producers cannot go on thinking of the pact as the answer to their problems."

## Kalgoorlie Super Pit's future hangs on pipeline plan

By Kenneth Gooding

THE FUTURE OF Australia's biggest gold mine, the Super Pit at Kalgoorlie, depends heavily on a proposed 2,000-km gas pipeline to bring cheap energy from the north of Western Australia.

Mr Ian Burston, chief executive of Kalgoorlie Consolidated Gold Mines, which operates Super Pit, says his company is 50-50 joint venture between Homestake Australia and Poseidon Gold would consider becoming part of a consortium to build and operate the pipeline in order to gain the advantages of cheaper electricity.

The pipeline scheme is being heavily promoted by the recently-elected Western Australian government, which wants it operating in about two years. The government has made it clear that it will put no money into the scheme but it will hasten the necessary permitting procedures.

At present, the Super Pit is supplied with electricity from Perth, 800 km to the west, and about half the power drains away because of the distance.

Mr Burston says the present cost of power prohibits the use of conveyors and other equipment that would enable a substantial increase in Super Pit production. "If we could buy electricity from the gas pipeline we could consider other methods of moving ore out of the pit."

Last year Super Pit produced 640,000 Troy ounces of gold and this year output is forecast to rise to 690,000 ounces. This will involve moving 52m tonnes of material. Mr Burston suggests that the present mining methods - using huge mechanical shovels capable of scooping up 30 cubic metres at a time and trucks that can carry 200 tonnes in one load - allow a maximum of about 60m tonnes a year to be moved.

To boost production beyond that level, in-pit crushers and conveyor systems would be needed. Mr Burston says conveyor systems capable of carrying huge loads up very steep angles - necessary because the Super Pit walls slope at 45 degrees - are already available.

Super Pit was the brainchild of Mr Alan Bond, the now-bankrupt Perth entrepreneur who had the idea of amalgamating the small open-pit mines developed in the area by many different owners. The area also is riddled with 3,000 metres of underground workings and the Super Pit operators have to

take great care, detecting the voids with radar equipment. Super Pit already produces more gold and processes more ore than any other mine in Australia. It will ultimately absorb all of the previous open pits and many of the shallow underground workings on the Eastern Lode System of Kalgoorlie's Golden Mile.

When fully developed, the pit is expected to be as much as 4.2 km long, 1.5 km wide and about 500 metres deep, a man-made hole that will be clearly visible on the moon - but only if RCMG can find a way to open up the present mining bottleneck.

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## US bank files claim for \$200m on CIS grain loans

By Laurie Morris

A US co-operative bank that represents farmers, utilities, and other business in rural America has filed claims to recover \$200m in failed loans for exports to the former Soviet Union.

Russia has made only one payment on its US grain loans since late November and was \$58m in arrears this week. While Chicago wheat prices have rallied sharply since Mon-

day on hopes that the US and Russia might reach a bi-lateral debt accord to reschedule the grain loans, the huge claim by CoBank shows that bank, at least, has lost faith that the debt problem will quickly be resolved.

CoBank, a Denver, Colorado-based financial co-operative with \$12m in assets and 3,000 rural shareholders, is the CoBank's largest creditor in the GSM-102 programme for government-guaranteed grain loans. CoBank holds \$1.7bn guaranteed loans to the CIS, or about 40 per cent of the \$4.2bn in grain loans written in the three-year programme.

Mr Jack Cassidy, CoBank's senior vice president for corporate relations, said the bank decided filing its claims on the CIS loans for as long as possible. "Our view was the Russians have the willingness, desire and capacity to repay over the longer term," he

added, however: "It has become obvious that the US government is unwilling to reschedule the debt unilaterally."

Despite high-level talks between US and Russian officials on the grain debt two weeks ago, and several hints by Mr Mike Espy, US Agriculture Secretary, that a Russian grain programme was being planned, there has been no movement on debt rescheduling. The US Department of Agriculture seems to prefer

outright grain donations, which farm interests believe are no substitute for reopening the Russian export market.

"Our primary interest in this is moving grain for our shareholders," said Mr Cassidy. "We would like to see that market re-open." Russia, he said, was up to date on its loan payments to CoBank. However, the US loan programme also holds Russia responsible for all the debts of the FSU.

## WORLD COMMODITIES PRICES

### MARKET REPORT

COPPER fell back from its highs during late LME trading as selling bore down on the market. Resistance emerged around \$2,210 a tonne for three-month metal, which represents the ceiling of the current \$40 trading range, and the market eased back to end at \$2,198, still up \$20. The market's strength reflected widespread buying interest, linked to supply-side concerns. Zaire's political situation is deteriorating, there are labour problems at Chile's Chuquibambilla and recent falls in Comex stocks suggest output losses in Arizona early this year.

### London Markets

SPOT MARKETS  
Crude oil (per barrel FOB) (May) + or -  
Dated \$16.36-4.44 +5.46  
Brent Blend (dated) \$16.58-0.60 +0.25  
Brent Blend (May) \$16.80-0.84 +0.66  
W.T.I. (1 pm est) \$20.30-0.41 +0.28

Oil products  
(NWE prompt delivery per tonne CIF + or -)  
Premium Gasoline \$199-201  
Gas Oil \$178-180 +1.8  
Heavy Fuel Oil \$76-77 +0.5  
Naptha \$172-173 +1.0  
Petroleum Argus Estimates

Other + or -  
Gold (per troy oz) \$320.25 +1.3  
Silver (per troy oz) \$34.36 +1.1  
Platinum (per troy oz) \$348.75 +0.5  
Palladium (per troy oz) \$105.50 +0.86

Copper (US Producer) 100.5c  
Lead (US Producer) 33.5c  
Tin (Kuala Lumpur market) 14.35c  
Tin (New York) 258.55c  
Zinc (US Prime Western) 62.0c

Cattle (live weight) 132.50c -7.35c  
Sheep (live weight) 118.80c +4.10c  
Pigs (live weight) 80.75c -2.25c

London daily sugar (raw) \$272.5 +2.8  
London daily sugar (white) \$286.7 -0.3  
Tate and Lyle export price \$300.5 +2.5

Barley (English feed) £17.1  
Maize (US No 3 yellow) £11.0  
Wheat (US Dark Northern) £11.0

Rubber (API) \$3.75p  
Rubber (May) \$4.25p  
Rubber (RSS No 1 Feb 2000) +1

Coconut oil (Philippines) \$427.8c -2.5  
Palm oil (Malaysian) \$410.0c -0.5  
Coconut (Philippines) \$282.0c -0.5  
Soyabean (US) \$118.0c +1.1  
Cotton "A" (US) \$0.80c -1.15  
Wool (A) (Super) 387c

£ a tonne unless otherwise stated, p-prompt/cif, c-consign, f-freight, s-super, m-may, y-july, a-April, L-London physical, K-Kuala Lumpur, B-Brazilian market close, M-Malaysia, P-Panama, S-Sydney, prices are now live weight prices, \*change from a week ago, provisional prices

### COMMODITY PRICES

COCOA - London POB (t/tonne)  
Close Previous High/Low  
Mar 895 895 900 875  
May 702 702 708 681  
Jul 714 714 718 694  
Sep 728 728 732 707  
Nov 742 742 746 711  
Jan 756 756 760 725  
Mar 770 770 774 739  
May 784 784 788 743  
Jul 798 798 802 757  
Sep 812 812 816 761  
Nov 826 826 830 775  
Jan 840 840 844 789  
Mar 854 854 858 803  
May 868 868 872 817  
Jul 882 882 886 831  
Sep 896 896 900 845  
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Jul 3402 3402 3406 3351  
Sep 3416 3416 3420 3365  
Nov 3430 3430 3434 3379  
Jan 3444 3444 3448 3393  
Mar 3458 3458 3462 3407  
May 3472 3472 3476 3421  
Jul 3486 3486 3490 3435  
Sep 3500 3500 3504 3449  
Nov 3514 3514 3518 3463  
Jan 3528 3528 3532 3477  
Mar 3542 3542 3546 3491  
May 3556 3556 3560 3505



# Strong pound restrains equity market

By Steve Thompson

THE LONDON market's continuing disenchantment with the chancellor's Budget proposals and an impressive show of strength by sterling kept the FT-SE 100 index down by 10.2 points to 2879.7, just a fraction above the day's worst level of 2879.6 registered only minutes before the close of trading.

There was better news for the market's second-rank stocks which comprise the FT-SE Mid 250 index. Reports of sizeable switching operations out of the FT-SE 100

throughout the session.

The FT-SE 100 index settled a net 10.2 lower at 2879.7, just a fraction above the day's worst level of 2879.6 registered only minutes before the close of trading.

There was better news for the market's second-rank stocks which comprise the FT-SE Mid 250 index. Reports of sizeable switching operations out of the FT-SE 100

and into the Mid 250 stocks saw the latter index finish 7.4 higher at 3133.3.

Equity prices were under pressure at the outset, when the Footsie future was responsible for driving the cash market down by around nine points during the first hour of trading.

The whiff of a German interest rate cut, however, plus some determined buying of

selected areas of the market - notably the property stocks - brought about a keen rally which lifted the FT-SE 100 to the day's high of 2,886.7 shortly after midday.

Thereafter, bouts of selling pressure, especially in the leading international stocks, saw the market retreat to close just off the day's low. Traders were surprised at the extent of the market's decline, especially in

the face of a strong opening on Wall Street, which was almost 30 points ahead shortly after it opened.

A senior marketmaker at one of the leading UK integrated securities houses said that the equity market "now feels much more comfortable" after the 42.7 points decline since the Budget. But he emphasised that the big UK institutions "are still mulling over the advance corporation tax and tax credit changes".

Turnover of 706.3m shares was described as "brisk but unremarkable", and was again heavily weighted in favour of the non-FT-SE 100 stocks, giving credence to the talk of switching into the smaller stocks. The value of market business transacted on Wednesday totalled £1.4bn.

Spring Ram provided one of the session's real features, the shares plunging after being relisted in the wake of the profits warning. At the close the stock had halved from its pre-suspension price of 129p; turnover rocketed to 27m shares.

Account dealing dates:  
First Dealings: 1 Mar 15 Mar 29  
Second Dealings: 1 Mar 15 Mar 29  
Third Dealings: 1 Mar 15 Mar 29  
Fourth Dealings: 1 Mar 15 Mar 29  
Fifth Dealings: 1 Mar 15 Mar 29  
Sixth Dealings: 1 Mar 15 Mar 29  
Seventh Dealings: 1 Mar 15 Mar 29  
Eighth Dealings: 1 Mar 15 Mar 29  
Ninth Dealings: 1 Mar 15 Mar 29  
Tenth Dealings: 1 Mar 15 Mar 29

## FT-SE Actuaries Share Indices THE UK SERIES

FT-SE 100	FT-SE MID 250	FT-A ALL-SHARE
2879.7 - 10.2	3133.3 + 7.4	1411.80 - 2.77

	Mar 18	Mar 17	Mar 16	Mar 15	Year	Dividend	P/E	Yld
FT-SE 100	2879.7	-8.4	2889.9	2919.3	2827.4	2467.6	6.26	4.21
FT-SE MID 250	3133.3	+0.2	3125.9	3118.9	3112.0	2445.4	6.59	4.07
FT-SE 100	1425.5	-0.2	1431.7	1424.1	1429.9	1200.1	6.34	4.18
FT-SE 100	1586.0	+0.5	1582.1	1584.9	1561.2	-	5.18	4.08
FT-SE 100	1575.6	-0.3	1575.5	1573.2	1580.1	-	5.14	4.25
FT-A ALL-SHARE	1411.80	-0.2	1414.7	1424.9	1424.9	1106.78	6.27	4.17

	Mar 18	Mar 17	Mar 16	Mar 15	Year	Dividend	P/E	Yld
1 CAPITAL GROUP	949.26	-0.1	950.73	958.32	951.76	792.73	5.86	4.45
2 Baring Bank	864.24	-1.0	874.07	879.87	866.72	844.72	5.33	5.76
3 Commercial Union	831.19	+0.7	825.47	822.47	807.09	891.89	2.63	5.76
4 British Petroleum	272.56	-0.4	272.27	274.78	271.10	2433.02	5.75	5.35
5 British Airways	258.54	+0.2	258.75	260.28	259.41	1823.03	6.16	3.30
6 Engineering Group	350.89	-0.3	352.06	356.64	357.22	343.14	10.08	4.35
7 Engineering Group	508.04	-0.3	508.04	508.04	507.22	494.75	6.99	4.06
8 British Airways	564.75	+0.3	565.54	562.26	560.97	527.51	4.40	5.32
9 British Airways	402.36	+0.5	400.17	399.58	398.50	318.40	5.26	5.85
10 British Airways	2075.84	-0.1	2077.92	2087.70	2105.54	1594.81	5.71	4.21
11 CONSUMER GROUP	1702.35	-0.6	1711.17	1733.28	1733.28	1610.44	6.00	3.54
12 British Airways	1976.18	-1.5	1986.41	2035.54	2012.00	2013.69	6.52	3.89
13 British Airways	1430.34	-1.3	1430.34	1430.34	1430.34	1430.34	7.28	3.75
14 British Airways	3231.37	-1.3	3231.37	3231.37	3231.37	3231.37	7.87	3.25
15 British Airways	3547.81	-1.7	3547.81	3547.81	3547.81	3547.81	6.35	3.27
16 British Airways	1330.17	+0.4	1334.48	1336.51	1339.74	1276.20	6.02	5.18
17 British Airways	1870.55	+0.8	1880.85	1871.96	1877.88	1507.66	5.51	2.90
18 British Airways	842.24	+0.5	838.45	848.85	851.12	735.51	6.39	3.76
19 British Airways	1158.75	+0.2	1158.75	1158.75	1158.75	1158.75	6.23	3.14
20 British Airways	819.15	+1.8	804.86	806.28	807.68	647.35	6.01	3.89
21 British Airways	1507.92	-0.1	1507.92	1521.83	1522.99	1185.19	6.10	4.42
22 British Airways	1648.33	-0.3	1648.33	1648.33	1648.33	1648.33	5.44	3.20
23 British Airways	1516.36	+0.9	1508.87	1508.78	1505.70	1442.82	5.79	4.85
24 British Airways	1427.28	-0.1	1432.27	1460.25	1460.25	1351.07	7.00	5.61
25 British Airways	2541.83	-0.1	2541.83	2541.83	2541.83	2541.83	7.27	4.88
26 British Airways	1724.38	+0.2	1724.38	1724.38	1724.38	1724.38	11.51	12.48
27 British Airways	1715.34	-0.5	1724.37	1724.37	1724.37	1337.60	7.68	3.99
28 British Airways	3609.48	+0.8	3583.33	3545.50	3583.16	2252.30	12.51	4.91
29 British Airways	2464.07	-0.1	2464.07	2464.07	2464.07	2464.07	6.57	4.38
30 British Airways	1458.25	-0.4	1464.48	1478.13	1478.13	1270.15	7.12	4.01
31 British Airways	2422.59	-1.8	2446.58	2427.49	2427.49	2015.76	5.71	3.26
32 British Airways	1548.40	-0.4	1552.84	1565.26	1564.77	1399.72	6.97	4.15
33 British Airways	1885.22	+1.0	1879.31	1882.55	1885.30	169.09	3.07	4.53
34 British Airways	1327.58	+0.4	1322.49	1324.68	1340.16	878.70	4.68	4.33
35 British Airways	2056.94	+1.3	2016.30	2048.73	2027.02	1398.80	2.46	4.45
36 British Airways	658.50	+1.4	658.50	658.50	658.50	658.50	4.95	2.18
37 British Airways	937.53	+1.0	938.94	938.94	938.94	938.94	7.02	4.98
38 British Airways	628.30	+1.1	609.49	607.70	605.44	440.67	6.74	3.71
39 British Airways	802.55	+2.4	784.34	777.41	767.86	881.60	5.98	5.22
40 British Airways	346.55	+0.1	346.55	346.55	346.55	346.55	6.32	5.01
41 British Airways	1453.75	+0.2	1453.75	1453.75	1453.75	1453.75	2.59	3.01
42 British Airways	1411.80	-0.2	1414.7	1424.9	1424.9	1106.78	6.27	4.17

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1.94	7.60	Console 27-sec	27.33	1-1	37 1/2	242 1/2	7.60	-
2.77	7.56	Times 27-sec	28.07	1-1	38 1/2	241 1/2	6.56	-

Continued on next page

e Hundred Stories

FOREIGN EXCHANGE



### HOTELS & LEISURE - Cont.

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**MINES - Cont**

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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Strong pressures inside ERM

THE FRENCH FRANC yesterday came under strong pressure inside the European exchange rate mechanism for the first time since January, in spite of a cut in the Bundesbank's officially posted interest rates, writes James Blitz.

The Bundesbank's decision to ease its discount rate by 50 basis points to 7.50 per cent had been well anticipated by foreign exchange dealers. However, the decision to keep the Lombard rate unchanged at 9.00 per cent was a cause of disappointment. Some dealers suggested that the Bundesbank's decision not to lower the Lombard rate, which acts as an effective ceiling for German interest rates, was a sign that German monetary policy was still being eased very slowly.

The French franc fell as low as FF3.4120 against the D-Mark for the first time since January 6 this year, closing at FF3.4100, its ERM floor against the D-Mark is FF3.4305.

A more worrying sign for the French authorities was that the franc slumped in the ERM grid to 72 percentage points against its central rate from 64 percentage points on Thursday night.

Once a currency drops to 75 percentage points, it is generally accepted that its central bank needs to respond by tightening monetary policy or open intervention.

The dollar also lost more than a penny against the German currency, dropping as low as DM1.6620 and closing at DM1.6540. Dealers were more encouraged to sell the US currency on the Bundesbank move, because high German rates still provide a much better rate of return than US ones.

The only currency to perform strongly against the D-Mark was sterling, which was boosted by a surprising drop in the number of people out of work in the UK in February. Seasonally adjusted unemployment fell by 22,000 last month, when the market had been expecting a rise of 35,000.

The pound soared more than 2 pence immediately after the news broke, bought by a

broad range of foreign exchange operators. The pound closed in London at DM2.4400, up a net 2½ pence on the day and 5½ pence in the week so far.

Tensions inside the ERM will dominate over the next few days. "All the signs are in place for another big speculative attack inside the ERM in the next week or so," said Miss Joanne Perez, an economist at Banque Indosuez in Paris. She continued to believe, however, that the franc would survive the pressures from the market.

However, the onus for the franc are uncertain. One dealer suggested that the Bank of France had not intervened to support the franc because of a need to build up foreign exchange reserves. By contrast, the Bank of Spain intervened in support of the peseta at Pta 71.50 against the D-Mark, although the currency remains well above its ERM floor.

## FINANCIAL FUTURES AND OPTIONS

LFFB LONG BILT FUTURES OPTIONS			
Strike	Call	Put	Settle
100	1.10	1.10	1.10
105	1.10	1.10	1.10
110	1.10	1.10	1.10
115	1.10	1.10	1.10
120	1.10	1.10	1.10
125	1.10	1.10	1.10
130	1.10	1.10	1.10
135	1.10	1.10	1.10
140	1.10	1.10	1.10
145	1.10	1.10	1.10
150	1.10	1.10	1.10
155	1.10	1.10	1.10
160	1.10	1.10	1.10
165	1.10	1.10	1.10
170	1.10	1.10	1.10
175	1.10	1.10	1.10
180	1.10	1.10	1.10
185	1.10	1.10	1.10
190	1.10	1.10	1.10
195	1.10	1.10	1.10
200	1.10	1.10	1.10
205	1.10	1.10	1.10
210	1.10	1.10	1.10
215	1.10	1.10	1.10
220	1.10	1.10	1.10
225	1.10	1.10	1.10
230	1.10	1.10	1.10
235	1.10	1.10	1.10
240	1.10	1.10	1.10
245	1.10	1.10	1.10
250	1.10	1.10	1.10
255	1.10	1.10	1.10
260	1.10	1.10	1.10
265	1.10	1.10	1.10
270	1.10	1.10	1.10
275	1.10	1.10	1.10
280	1.10	1.10	1.10
285	1.10	1.10	1.10
290	1.10	1.10	1.10
295	1.10	1.10	1.10
300	1.10	1.10	1.10
305	1.10	1.10	1.10
310	1.10	1.10	1.10
315	1.10	1.10	1.10
320	1.10	1.10	1.10
325	1.10	1.10	1.10
330	1.10	1.10	1.10
335	1.10	1.10	1.10
340	1.10	1.10	1.10
345	1.10	1.10	1.10
350	1.10	1.10	1.10
355	1.10	1.10	1.10
360	1.10	1.10	1.10
365	1.10	1.10	1.10
370	1.10	1.10	1.10
375	1.10	1.10	1.10
380	1.10	1.10	1.10
385	1.10	1.10	1.10
390	1.10	1.10	1.10
395	1.10	1.10	1.10
400	1.10	1.10	1.10
405	1.10	1.10	1.10
410	1.10	1.10	1.10
415	1.10	1.10	1.10
420	1.10	1.10	1.10
425	1.10	1.10	1.10
430	1.10	1.10	1.10
435	1.10	1.10	1.10
440	1.10	1.10	1.10
445	1.10	1.10	1.10
450	1.10	1.10	1.10
455	1.10	1.10	1.10
460	1.10	1.10	1.10
465	1.10	1.10	1.10
470	1.10	1.10	1.10
475	1.10	1.10	1.10
480	1.10	1.10	1.10
485	1.10	1.10	1.10
490	1.10	1.10	1.10
495	1.10	1.10	1.10
500	1.10	1.10	1.10
505	1.10	1.10	1.10
510	1.10	1.10	1.10
515	1.10	1.10	1.10
520	1.10	1.10	1.10
525	1.10	1.10	1.10
530	1.10	1.10	1.10
535	1.10	1.10	1.10
540	1.10	1.10	1.10
545	1.10	1.10	1.10
550	1.10	1.10	1.10
555	1.10	1.10	1.10
560	1.10	1.10	1.10
565	1.10	1.10	1.10
570	1.10	1.10	1.10
575	1.10	1.10	1.10
580	1.10	1.10	1.10
585	1.10	1.10	1.10
590	1.10	1.10	1.10
595	1.10	1.10	1.10
600	1.10	1.10	1.10
605	1.10	1.10	1.10
610	1.10	1.10	1.10
615	1.10	1.10	1.10
620	1.10	1.10	1.10
625	1.10	1.10	1.10
630	1.10	1.10	1.10
635	1.10	1.10	1.10
640	1.10	1.10	1.10
645	1.10	1.10	1.10
650	1.10	1.10	1.10
655	1.10	1.10	1.10
660	1.10	1.10	1.10
665	1.10	1.10	1.10
670	1.10	1.10	1.10
675	1.10	1.10	1.10
680	1.10	1.10	1.10
685	1.10	1.10	1.10
690	1.10	1.10	1.10
695	1.10	1.10	1.10
700	1.10	1.10	1.10
705	1.10	1.10	1.10
710	1.10	1.10	1.10
715	1.10	1.10	1.10
720	1.10	1.10	1.10
725	1.10	1.10	1.10
730	1.10	1.10	1.10
735	1.10	1.10	1.10
740	1.10	1.10	1.10
745	1.10	1.10	1.10
750	1.10	1.10	1.10
755	1.10	1.10	1.10
760	1.10	1.10	1.10
765	1.10	1.10	1.10
770	1.10	1.10	1.10
775	1.10	1.10	1.10
780	1.10	1.10	1.10
785	1.10	1.10	1.10
790	1.10	1.10	1.10
795	1.10	1.10	1.10
800	1.10	1.10	1.10
805	1.10	1.10	1.10
810	1.10	1.10	1.10
815	1.10	1.10	1.10
820	1.10	1.10	1.10
825	1.10	1.10	1.10
830	1.10	1.10	1.10
835	1.10	1.10	1.10
840	1.10	1.10	1.10
845	1.10	1.10	1.10
850	1.10	1.10	1.10
855	1.10	1.10	1.10
860	1.10	1.10	1.10
865	1.10	1.10	1.10
870	1.10	1.10	1.10
875	1.10	1.10	1.10
880	1.10	1.10	1.10
885	1.10	1.10	1.10
890	1.10	1.10	1.10
895	1.10	1.10	1.10
900	1.10	1.10	1.10
905	1.10	1.10	1.10
910	1.10	1.10	1.10
915	1.10	1.10	1.10
920	1.10	1.10	1.10
925	1.10	1.10	1.10
930	1.10	1.10	1.10
935	1.10	1.10	1.10
940	1.10	1.10	1.10
945	1.10	1.10	1.10
950	1.10	1.10	1.10
955	1.10	1.10	1.10
960	1.10	1.10	1.10
965	1.10	1.10	1.10
970	1.10	1.10	1.10
975	1.10	1.10	1.10
980	1.10	1.10	1.10
985	1.10	1.10	1.10
990	1.10	1.10	1.10
995	1.10	1.10	1.10
1000	1.10	1.10	1.10

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

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Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call: 3007 Put: 4156  
Previous day's open: Call: 3002 Put: 4156

Estimated values: Call:



CANADA

Index	Stock	High	Low	Close	Day	Index	Stock	High	Low	Close	Day	Index	Stock	High	Low	Close	Day
TORONTO																	
4 p.m. close March 18																	
Dow Jones in cents unless marked S																	
2300	AMBA	\$14	13 1/2	13 1/2	-	3600	Edco Inc	\$7 1/4	6 3/4	6 3/4	-	4200	St. Lawrence	\$14	13 1/2	13 1/2	-
2310	Agropur	\$8	7 1/2	7 1/2	-	3610	Enbridge	\$11 1/2	11	11	-	4210	St. Lawrence	\$14	13 1/2	13 1/2	-
2320	Alcan	\$18 1/2	18	18	-	3620	Enbridge	\$11 1/2	11	11	-	4220	St. Lawrence	\$14	13 1/2	13 1/2	-
2330	Alcan	\$18 1/2	18	18	-	3630	Enbridge	\$11 1/2	11	11	-	4230	St. Lawrence	\$14	13 1/2	13 1/2	-
2340	Alcan	\$18 1/2	18	18	-	3640	Enbridge	\$11 1/2	11	11	-	4240	St. Lawrence	\$14	13 1/2	13 1/2	-
2350	Alcan	\$18 1/2	18	18	-	3650	Enbridge	\$11 1/2	11	11	-	4250	St. Lawrence	\$14	13 1/2	13 1/2	-
2360	Alcan	\$18 1/2	18	18	-	3660	Enbridge	\$11 1/2	11	11	-	4260	St. Lawrence	\$14	13 1/2	13 1/2	-
2370	Alcan	\$18 1/2	18	18	-	3670	Enbridge	\$11 1/2	11	11	-	4270	St. Lawrence	\$14	13 1/2	13 1/2	-
2380	Alcan	\$18 1/2	18	18	-	3680	Enbridge	\$11 1/2	11	11	-	4280	St. Lawrence	\$14	13 1/2	13 1/2	-
2390	Alcan	\$18 1/2	18	18	-	3690	Enbridge	\$11 1/2	11	11	-	4290	St. Lawrence	\$14	13 1/2	13 1/2	-
2400	Alcan	\$18 1/2	18	18	-	3700	Enbridge	\$11 1/2	11	11	-	4300	St. Lawrence	\$14	13 1/2	13 1/2	-
2410	Alcan	\$18 1/2	18	18	-	3710	Enbridge	\$11 1/2	11	11	-	4310	St. Lawrence	\$14	13 1/2	13 1/2	-
2420	Alcan	\$18 1/2	18	18	-	3720	Enbridge	\$11 1/2	11	11	-	4320	St. Lawrence	\$14	13 1/2	13 1/2	-
2430	Alcan	\$18 1/2	18	18	-	3730	Enbridge	\$11 1/2	11	11	-	4330	St. Lawrence	\$14	13 1/2	13 1/2	-
2440	Alcan	\$18 1/2	18	18	-	3740	Enbridge	\$11 1/2	11	11	-	4340	St. Lawrence	\$14	13 1/2	13 1/2	-
2450	Alcan	\$18 1/2	18	18	-	3750	Enbridge	\$11 1/2	11	11	-	4350	St. Lawrence	\$14	13 1/2	13 1/2	-
2460	Alcan	\$18 1/2	18	18	-	3760	Enbridge	\$11 1/2	11	11	-	4360	St. Lawrence	\$14	13 1/2	13 1/2	-
2470	Alcan	\$18 1/2	18	18	-	3770	Enbridge	\$11 1/2	11	11	-	4370	St. Lawrence	\$14	13 1/2	13 1/2	-
2480	Alcan	\$18 1/2	18	18	-	3780	Enbridge	\$11 1/2	11	11	-	4380	St. Lawrence	\$14	13 1/2	13 1/2	-
2490	Alcan	\$18 1/2	18	18	-	3790	Enbridge	\$11 1/2	11	11	-	4390	St. Lawrence	\$14	13 1/2	13 1/2	-
2500	Alcan	\$18 1/2	18	18	-	3800	Enbridge	\$11 1/2	11	11	-	4400	St. Lawrence	\$14	13 1/2	13 1/2	-
2510	Alcan	\$18 1/2	18	18	-	3810	Enbridge	\$11 1/2	11	11	-	4410	St. Lawrence	\$14	13 1/2	13 1/2	-
2520	Alcan	\$18 1/2	18	18	-	3820	Enbridge	\$11 1/2	11	11	-	4420	St. Lawrence	\$14	13 1/2	13 1/2	-
2530	Alcan	\$18 1/2	18	18	-	3830	Enbridge	\$11 1/2	11	11	-	4430	St. Lawrence	\$14	13 1/2	13 1/2	-
2540	Alcan	\$18 1/2	18	18	-	3840	Enbridge	\$11 1/2	11	11	-	4440	St. Lawrence	\$14	13 1/2	13 1/2	-
2550	Alcan	\$18 1/2	18	18	-	3850	Enbridge	\$11 1/2	11	11	-	4450	St. Lawrence	\$14	13 1/2	13 1/2	-
2560	Alcan	\$18 1/2	18	18	-	3860	Enbridge	\$11 1/2	11	11	-	4460	St. Lawrence	\$14	13 1/2	13 1/2	-
2570	Alcan	\$18 1/2	18	18	-	3870	Enbridge	\$11 1/2	11	11	-	4470	St. Lawrence	\$14	13 1/2	13 1/2	-
2580	Alcan	\$18 1/2	18	18	-	3880	Enbridge	\$11 1/2	11	11	-	4480	St. Lawrence	\$14	13 1/2	13 1/2	-
2590	Alcan	\$18 1/2	18	18	-	3890	Enbridge	\$11 1/2	11	11	-	4490	St. Lawrence	\$14	13 1/2	13 1/2	-
2600	Alcan	\$18 1/2	18	18	-	3900	Enbridge	\$11 1/2	11	11	-	4500	St. Lawrence	\$14	13 1/2	13 1/2	-
2610	Alcan	\$18 1/2	18	18	-	3910	Enbridge	\$11 1/2	11	11	-	4510	St. Lawrence	\$14	13 1/2	13 1/2	-
2620	Alcan	\$18 1/2	18	18	-	3920	Enbridge	\$11 1/2	11	11	-	4520	St. Lawrence	\$14	13 1/2	13 1/2	-
2630	Alcan	\$18 1/2	18	18	-	3930	Enbridge	\$11 1/2	11	11	-	4530	St. Lawrence	\$14	13 1/2	13 1/2	-
2640	Alcan	\$18 1/2	18	18	-	3940	Enbridge	\$11 1/2	11	11	-	4540	St. Lawrence	\$14	13 1/2	13 1/2	-
2650	Alcan	\$18 1/2	18	18	-	3950	Enbridge	\$11 1/2	11	11	-	4550	St. Lawrence	\$14	13 1/2	13 1/2	-
2660	Alcan	\$18 1/2	18	18	-	3960	Enbridge	\$11 1/2	11	11	-	4560	St. Lawrence	\$14	13 1/2	13 1/2	-
2670	Alcan	\$18 1/2	18	18	-	3970	Enbridge	\$11 1/2	11	11	-	4570	St. Lawrence	\$14	13 1/2	13 1/2	-
2680	Alcan	\$18 1/2	18	18	-	3980	Enbridge	\$11 1/2	11	11	-	4580	St. Lawrence	\$14	13 1/2	13 1/2	-
2690	Alcan	\$18 1/2	18	18	-	3990	Enbridge	\$11 1/2	11	11	-	4590	St. Lawrence	\$14	13 1/2	13 1/2	-
2700	Alcan	\$18 1/2	18	18	-	4000	Enbridge	\$11 1/2	11	11	-	4600	St. Lawrence	\$14	13 1/2	13 1/2	-
2710	Alcan	\$18 1/2	18	18	-	4010	Enbridge	\$11 1/2	11	11	-	4610	St. Lawrence	\$14	13 1/2	13 1/2	-
2720	Alcan	\$18 1/2	18	18	-	4020	Enbridge	\$11 1/2	11	11	-	4620	St. Lawrence	\$14	13 1/2	13 1/2	-
2730	Alcan	\$18 1/2	18	18	-	4030	Enbridge	\$11 1/2	11	11	-	4630	St. Lawrence	\$14	13 1/2	13 1/2	-
2740	Alcan	\$18 1/2	18	18	-	4040	Enbridge	\$11 1/2	11	11	-	4640	St. Lawrence	\$14	13 1/2	13 1/2	-
2750	Alcan	\$18 1/2	18	18	-	4050	Enbridge	\$11 1/2	11	11	-	4650	St. Lawrence	\$14	13 1/2	13 1/2	-
2760	Alcan	\$18 1/2	18	18	-	4060	Enbridge	\$11 1/2	11	11	-	4660	St. Lawrence	\$14	13 1/2	13 1/2	-
2770	Alcan	\$18 1/2	18	18	-	4070	Enbridge	\$11 1/2	11	11	-	4670	St. Lawrence	\$14	13 1/2	13 1/2	-
2780	Alcan	\$18 1/2	18	18	-	4080	Enbridge	\$11 1/2	11	11	-	4680	St. Lawrence	\$14	13 1/2	13 1/2	-
2790	Alcan	\$18 1/2	18	18	-	4090	Enbridge	\$11 1/2	11	11	-	4690	St. Lawrence	\$14	13 1/2	13 1/2	-
2800	Alcan	\$18 1/2	18	18	-	4100	Enbridge	\$11 1/2	11	11	-	4700	St. Lawrence	\$14	13 1/2	13 1/2	-
2810	Alcan	\$18 1/2	18	18	-	4110	Enbridge	\$11 1/2	11	11	-	4710	St. Lawrence	\$14	13 1/2	13 1/2	-
2820	Alcan	\$18 1/2	18	18	-	4120	Enbridge	\$11 1/2	11	11	-	4720	St. Lawrence	\$14	13 1/2	13 1/2	-
2830	Alcan	\$18 1/2	18	18	-	4130	Enbridge	\$11 1/2	11	11	-	4730	St. Lawrence	\$14	13 1/2	13 1/2	-
2840	Alcan	\$18 1/2	18	18	-	4140	Enbridge	\$11 1/2	11	11	-	4740	St. Lawrence	\$14	13 1/2	13 1/2	-
2850	Alcan	\$18 1/2	18	18	-	4150	Enbridge	\$11 1/2	11	11	-	4750	St. Lawrence	\$14	13 1/2	13 1/2	-
2860	Alcan	\$18 1/2	18	18	-	4160	Enbridge	\$11 1/2	11	11	-	4760	St. Lawrence	\$14	13 1/2	13 1/2	-
2870	Alcan	\$18 1/2	18	18	-	4170	Enbridge	\$11 1/2	11	11	-	4770	St. Lawrence	\$14	13 1/2	13 1/2	-
2880	Alcan	\$18 1/2	18	18	-	4180	Enbridge	\$11 1/2	11	11	-	4780	St. Lawrence	\$14	13 1/2	13 1/2	-
2890	Alcan	\$18 1/2	18	18	-	4190	Enbridge	\$11 1/2	11	11	-	4790	St. Lawrence	\$14	13 1/2	13 1/2	-
2900	Alcan	\$18 1/2	18	18	-	4200	Enbridge	\$11 1/2	11	11	-	4800	St. Lawrence	\$14	13 1/2	13 1/2	-
2910	Alcan	\$18 1/2	18	18	-	4210	Enbridge	\$11 1/2	11	11	-	4810	St. Lawrence	\$14	13 1/2	13 1/2	-
2920	Alcan	\$18 1/2	18	18	-	4220	Enbridge	\$11 1/2	11	11	-	4820	St. Lawrence	\$14	13 1/2	13 1/2	-
2930	Alcan	\$18 1/2	18	18	-	4230	Enbridge	\$11 1/2	11	11	-	4830	St. Lawrence	\$14	13 1/2	13 1/2	-
2940	Alcan	\$18 1/2	18	18	-	4240	Enbridge	\$11 1/2	11	11	-	4840	St. Lawrence	\$14	13 1/2	13 1/2	-
2950	Alcan	\$18 1/2	18	18	-	4250	Enbridge	\$11 1/2	11	11	-	4850	St. Lawrence	\$14	13 1/2	13 1/2	-
2960	Alcan	\$18 1/2	18	18	-	4260	Enbridge	\$11 1/2	11	11	-	4860	St. Lawrence	\$14	13 1/2	13 1/2	-
2970	Alcan	\$18 1/2	18	18	-	4270	Enbridge	\$11 1/2	11	11	-	4870	St. Lawrence	\$14	13 1/2	13 1/2	-
2980	Alcan	\$18 1/2	18	18	-	4280	Enbridge	\$11 1/2	11	11	-	4880	St. Lawrence	\$14	13 1/2	13 1/2	-
2990	Alcan	\$18 1/2	18	18	-	4290	Enbridge	\$11 1/2	11	11	-	4890	St. Lawrence	\$14	13 1/2	13 1/2	-
3000	Alcan	\$18 1/2	18	18	-	4300	Enbridge	\$11 1/2	11	11	-	4900	St. Lawrence	\$14	13 1/2	13 1/2	-
3010	Alcan	\$18 1/2	18	18	-	4310	Enbridge	\$11 1/2	11	11	-	4910	St. Lawrence	\$14	13 1/2	13 1/2	-
3020	Alcan	\$18 1/2	18	18	-	4320	Enbridge	\$11 1/2	11	11	-	4920	St. Lawrence	\$14	13 1/2	13 1/2	-
3030	Alcan	\$18 1/2	18	18	-	4330	Enbridge	\$11 1/2	11	11	-	4930	St. Lawrence	\$14	13 1/2	13 1/2	-
3040	Alcan	\$18 1/2	18	18	-	4340	Enbridge	\$11 1/2	11	11	-	4940	St. Lawrence	\$14	13 1/2	13 1/2	-
3050	Alcan	\$18 1/2	18	18	-	4350	Enbridge	\$11 1/2	11	11	-	4950	St. Lawrence	\$14	13 1/2	13 1/2	-
3060	Alcan	\$18 1/2	18	18	-	4360	Enbridge	\$11 1/2	11	11	-	4960	St. Lawrence	\$14	13 1/2	13 1/2	-
3070	Alcan	\$18 1/2	18	18	-	4370	Enbridge	\$11 1/2	11	11	-	4970	St. Lawrence	\$14	13 1/2	13 1/2	-
3080	Alcan	\$18 1/2	18	18	-	4380	Enbridge	\$11 1/2	11	11	-	4980	St. Lawrence	\$14	13 1/2	13 1/2	-
3090	Alcan	\$18 1/2	18	18	-	4390	Enbridge	\$11 1/2	11	11	-	4990	St. Lawrence	\$14	13 1/2	13 1/2	-
3100	Alcan	\$18 1/2	18	18	-	4400	Enbridge	\$11 1/2	11	11	-	5000	St. Lawrence	\$14	13 1/2	13 1/2	-
3110	Alcan	\$18 1/2	18	18	-	4410	Enbridge	\$11 1/2	11	11	-	5010	St. Lawrence	\$14	13 1/2	13 1/2	-
3120	Alcan	\$18 1/2	18	18	-	4420	Enbridge	\$11 1/2	11	11</							

**FAR MORE THAN PAPER!**

## FAR MORE THAN FINANCE



Continued on next page

VIAG Aktiengesellschaft  
Georg-von-Boeselager-Str. 25  
D-5300 Bonn 1  
Telefax: (2 28) 5 52-2122

11-11-11







# Bourses flat as Buba lowers the floor

هكذا امن الاصل